

DIRECCIÓN DE PLANEACIÓN, ADMINISTRACIÓN Y EVALUACIÓN

Subdirección de Evaluación Institucional



“ MODELO DE EVALUACIÓN INSTITUCIONAL ”

**INDICADORES DE EVALUACIÓN
(ENERO - MARZO 2013)**

JUNIO 2013

Modelo de Evaluación Institucional Enero – Marzo 2013

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Informe Ejecutivo

La evaluación de desempeño como un proceso sistemático y periódico sirve de para estimar cuantitativa y cualitativamente el grado de eficiencia y eficacia del desempeño de los procesos que se manejan en cualquier institución, cuyos resultados muestran los puntos fuertes de estos, pero lo más importante identifican los aspectos que necesitan ser mejorados.

El responsable de la evaluación debe determinar de antemano lo que se va a evaluar y de qué manera se va a realizar y limitarlo a un periodo de tiempo, que normalmente puede ser anual, semestral o trimestral. En la sistematización de la evaluación se establecen una serie de criterios o normas estándar para todos los actores que serán evaluados de forma que se garantiza que la evaluación no esté influida por los prejuicios y las percepciones personales de éste.

En el Instituto Nacional para la Educación de los Adultos (INEA) en 2005 trabajó en la idea de realizar un Modelo de Evaluación que cumpliera con los preceptos de la evaluación de desempeño, sin embargo, no fue sino hasta 2007 que el ejercicio que en los años anteriores se hacía anual o semestral, ya fue concebido como un Modelo de Evaluación Institucional constante, que monitoreara los logros trimestrales que cada Instituto Estatal y Delegación del INEA tuviera como resultado de la operación de los proyectos y metas establecidas en el PA.

A lo largo de su implementación el MEI ha sido mejorado con la intención de incorporar los cambios en las políticas operativas adoptadas de manera institucional, por lo cual cada año se revisa la factibilidad de los indicadores de las cuatro categorías ya conocidas: eficiencia, eficacia, operación y calidad; que miden el desempeño de cada entidad cada trimestre.

En 2012 las modificaciones realizadas a los indicadores fueron importantes, ya que el modelo fue fortalecido con 9 indicadores adicionales a los 11 que lo integraban, contando ahora con 20 indicadores en total. Mismos que se sometieron a consideración de los Institutos y Delegaciones durante las reuniones de Planeación, revisando su pertinencia analizando las mejoras que podrían tener con el objetivo de que su medición ayude a la mejora de los procesos operativos institucionales con los que cada uno de los indicadores se relaciona.

Informe Ejecutivo

De esta revisión se derivó que para este año se modificara la medición del indicador “Calificación de la CIAC”, que anteriormente se calculaba bajo un parámetro de cumplimiento de la meta de verificación de expedientes, en papel de sedes, en línea de sedes y de expedientes de UCN, lo que no medía la eficiencia de los procesos realizados por la CIAC, que es el tema de interés de esta área. Por lo que se modificó su cálculo incluyendo un factor de productos conformes derivados del cumplimiento de la meta de la revisión expedientes, papel en sedes, línea de sedes y expedientes de UCN, mejorando con ello la medición de este indicador.

De esta manera concluimos que el modelo de evaluación actual es mucho más completo que el de años anteriores, por lo que se continuará trabajando con él, únicamente considerando el cambio comentado anteriormente, hasta que las áreas que intervienen en su conformación y brindan la información para su cálculo consideren que deba ser modificado.

Por otra parte debido a que la importancia del modelo radica sobre todo en la obtención de información útil en la toma de decisiones en distintos procesos normados por el INEA y operados por los Institutos Estatales y Delegaciones, lo más importante es la labor que realizan algunas entidades para trabajar el MEI a nivel de sus coordinaciones de zona, lo que les da mayores herramientas para medir su desempeño y generar estrategias para corregir los procesos operativos que sean necesarios. Por ello la recomendación que se realiza trimestralmente con respecto a la importancia que tiene replicar este modelo al interior de las Delegaciones e Institutos Estatales.

Las ventajas de realizar la evaluación a nivel estatal, a través del modelo implementado para ello, han sido tales que existen entidades que han logrado incidir en los logros que reflejan sus propios indicadores a través del análisis e identificación de tareas o acciones de mejora que les han ayudado a mejorar la calificación obtenida en algunos indicadores, o mucho mejor aún en su puntuación final.

En estos casos podemos encontrar los casos de los estados de Coahuila y de Tabasco, que haciendo observancia a los indicadores establecidos en el MEI, realizan un análisis y seguimiento puntual de las variables que los componen y llevan a cabo una serie de acciones de mejora que

Evaluación 2013

MEI 2013		
CATEGORÍA	VALORES	GLOBAL
EFICACIA		
I. Porcentaje de conclusión	5	27
II. Cumplimiento de la Meta de Educandos Registrados	5	
III. Cumplimiento de la Meta de UCN	8	
IV. Cumplimiento de la Meta de Exámenes en Línea	5	
V. Certificados entregados en el período de vigencia	4	
EFICIENCIA		
I. UCN por Plaza Comunitaria	4	24
II. UCN por Técnico Docente	5	
III. UCN por Asesor	5	
IV. Utilización de Exámenes Finales	5	
V. Utilización de Exámenes Diagnósticos	5	
OPERACIÓN		
I. Exámenes acreditados por educando	5	19
II. Educandos con el módulo correspondiente vinculado	5	
III. Certificados emitidos al mes de su conclusión	5	
IV. Plazas comunitarias en operación	4	
CALIDAD		
I. Porcentaje de inactivación	5	30
II. Módulos acreditados por medio de las TIC por Plaza Comunitaria	5	
III. Cumplimiento de la meta de asesores valorados	5	
IV. Calificación de la CIAC	5	
V. UCN con proceso educativo	5	
VI. Asesores de nuevo ingreso con formación inicial	5	

Indicadores

Se definen como categorías e indicadores de evaluación:

a. Eficacia:

- I. Porcentaje de conclusión
- II. Cumplimiento de la Meta de Educandos Registrados
- III. Cumplimiento de la Meta de UCN
- IV. Cumplimiento de la Meta de Exámenes en Línea
- V. Certificados entregados en el período de vigencia

b. Eficiencia:

- I. UCN por Plaza Comunitaria
- II. UCN por Técnico Docente
- III. UCN por Asesor
- IV. Utilización de Exámenes Finales
- V. Utilización de Exámenes Diagnóstico

c. Operación:

- I. Exámenes acreditados por educando
- II. Educandos con el módulo correspondiente vinculado
- III. Certificados emitidos al mes de su conclusión
- IV. Plazas comunitarias en operación

d. Calidad:

- I. Porcentaje de inactivación
- II. Módulos acreditados por medio de las TIC por Plaza Comunitaria
- III. Cumplimiento de la meta de asesores valorados
- IV. Calificación de la CIAC
- V. UCN con proceso educativo
- VI. Asesores de Nuevo Ingreso con Formación Inicial

Fórmulas de aplicación de los indicadores

a) Eficacia

$$\text{Porcentaje de Conclusión} = \left[\frac{\text{UCN}}{\text{Eduandos Registrados}} \right] * 100$$

$$\text{Cumplimiento de la meta de Eduandos Registrados} = \left[\frac{\text{Eduandos Registrados}}{\text{Meta de Eduandos Registrados}} \right] * 100$$

$$\text{Cumplimiento de la meta de UCN} = \left[\frac{\text{UCN}}{\text{Meta de UCN}} \right] * 100$$

$$\text{Cumplimiento de la meta de Exámenes en Línea} = \left[\frac{\text{Exámenes en Línea}}{\text{Meta de Exámenes de Línea}} \right] * 100$$

$$\text{Certificados entregados en el período de vigencia} = \left[\frac{\text{Certificados entregados dentro del período de vigencia}}{\text{Certificados emitidos}} \right] * 100$$

Fórmulas de aplicación de los indicadores

b) Eficiencia

$$\text{UCN por Plaza Comunitaria} = \left[\frac{\text{UCN de Plazas Comunitarias}}{\text{Plazas Comunitaria en Operación}} \right]$$

$$\text{UCN por Técnico Docente} = \left[\frac{\text{UCN}}{\text{Número de Técnicos Docentes}} \right]$$

$$\text{UCN por Asesor} = \left[\frac{\text{UCN}}{\text{Número de Asesores}} \right]$$

$$\text{Utilización de Exámenes Finales} = \left[\frac{\text{Exámenes finales utilizados}}{\text{Exámenes finales enviados}} \right] * 100$$

$$\text{Utilización de Exámenes Diagnóstico} = \left[\frac{\text{Exámenes diagnóstico utilizados}}{\text{Exámenes diagnóstico enviados}} \right] * 100$$

Fórmulas de aplicación de los indicadores

c) Operación

$$\text{Exámenes acreditados por educando} = \left[\frac{\text{Exámenes Acreditados}}{\text{Educandos Activos + UCN}} \right]$$

$$\text{Educandos con el módulo correspondiente vinculado} = \left[\frac{\text{Porcentaje de educandos activos con módulo vinculado}}{\text{Porcentaje de confiabilidad en la vinculación de módulos}} \right] *$$

$$\text{Certificados emitidos al mes de su conclusión} = \left[\frac{\text{Certificados emitidos en el mes de la conclusión}}{\text{UCN de primaria y secundaria en el mes}} \right] * 100$$

$$\text{Plazas comunitarias en operación} = \left[\frac{\text{Plazas comunitarias en operación}}{\text{Plazas comunitarias instaladas}} \right] * 100$$

Fórmulas de aplicación de los indicadores

d) Calidad

$$\text{Porcentaje de inactivación} = \left[\frac{\text{Inactivos}}{\text{Educandos Registrados}} \right] * 100$$

$$\text{Módulos acreditados por medio de las TIC por Plaza Comunitaria} = \left[\frac{\text{Módulos acreditados por medio de las TIC en Plazas Comunitarias}}{\text{Plazas Comunitarias en Operación}} \right]$$

$$\text{Cumplimiento de la meta de asesores valorados} = \left[\frac{\text{Asesores valorados}}{\text{Meta de asesores valorados}} \right] * 100$$

Fórmulas de aplicación de los indicadores

d) Calidad

$$\text{Calificación de la CIAC} = \left[\frac{((\text{Número de productos conformes} / \text{El número de expedientes verificados}) + (\text{Número de productos conformes} / \text{El número de sedes en papel verificadas}) + (\text{Número de productos conformes} / \text{El número de sedes en línea verificadas}) + (\text{Número de productos conformes} / \text{El número de expedientes de UCN verificados}))}{4} \right] * 10$$

$$\text{UCN con proceso educativo} = \left[1 - \left[\frac{\text{UCN sin proceso educativo}}{\text{UCN}} \right] \right] * 100$$

$$\text{Asesores de nuevo ingreso con formación inicial} = \left[\frac{\text{Asesores de nuevo ingreso formados}}{\text{Asesores de nuevo ingreso}} \right] * 100$$

NOTA: Con el objetivo de precisar la fórmula de cálculo de los indicadores y las fuentes de información institucionales, consultar las Fichas Técnicas de los Indicadores del MEI 2013.

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
Porcentaje de conclusión	Rango	$x < 0.10$	$0.10 \leq x < 0.15$	$0.15 \leq x < 0.20$	$0.20 \leq x$
	Puntuación	2	3	4	5
Cumplimiento de la meta de educandos registrados	Rango	$x < 0.80$	$0.80 \leq x < 0.90$	$0.90 \leq x < 1.00$	$1.00 \leq x$
	Puntuación	2	3	4	5
Cumplimiento de la meta de UCN	Rango	$x < 0.80$	$0.80 \leq x < 0.90$	$0.90 \leq x < 1.00$	$1.00 \leq x$
	Puntuación	2	4	6	8
Cumplimiento de la meta de exámenes en línea	Rango	$x < 0.80$	$0.80 \leq x < 0.90$	$0.90 \leq x < 1.00$	$1.00 \leq x$
	Puntuación	2	3	4	5
Certificados entregados en el período de vigencia	Rango	$x < 0.70$	$0.70 \leq x < 0.80$	$0.80 \leq x < 0.90$	$0.90 \leq x$
	Puntuación	1	2	3	4
TOTAL		9	15	21	27

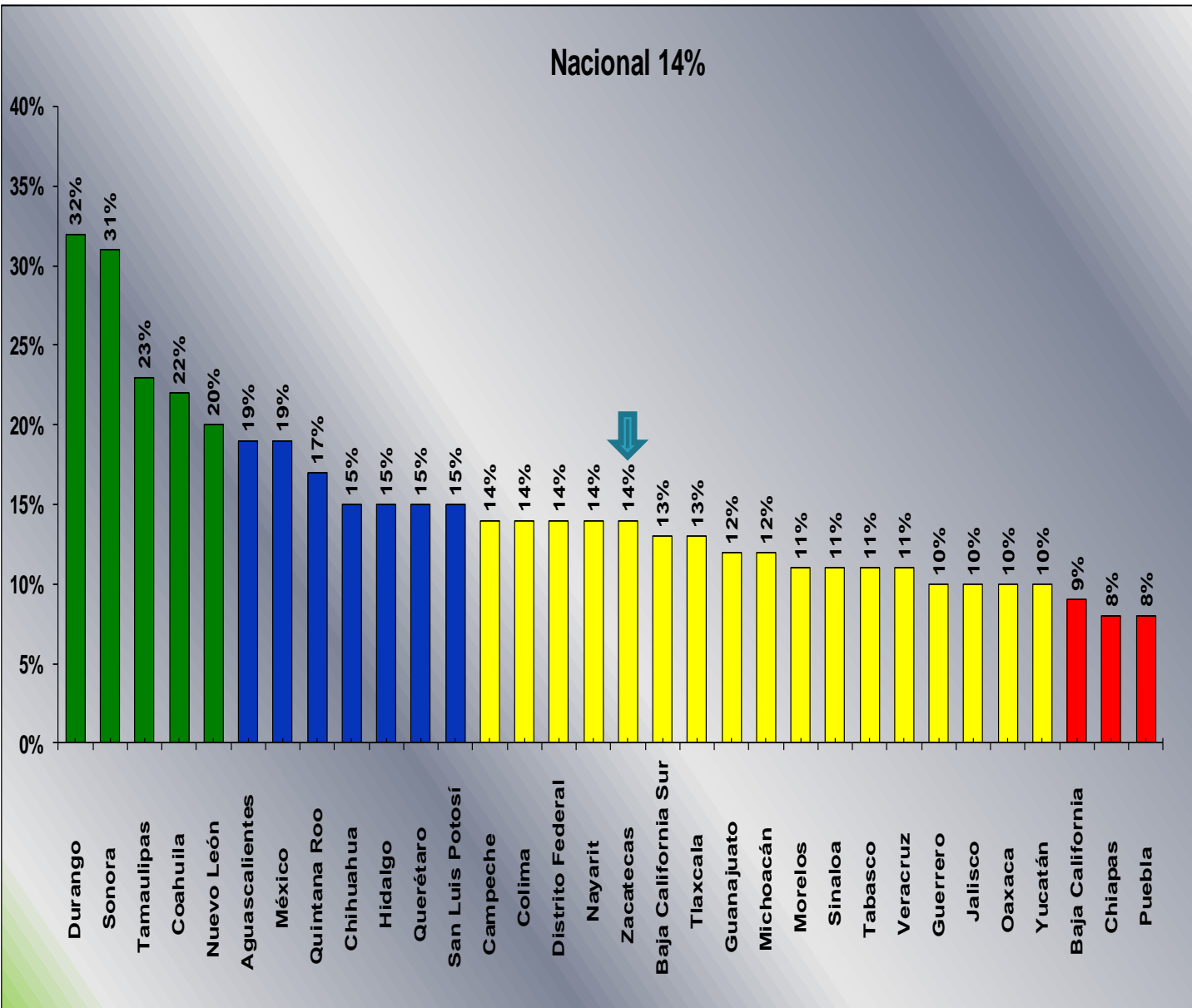
x = valor obtenido en el indicador

$x < = x$ es menor que

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

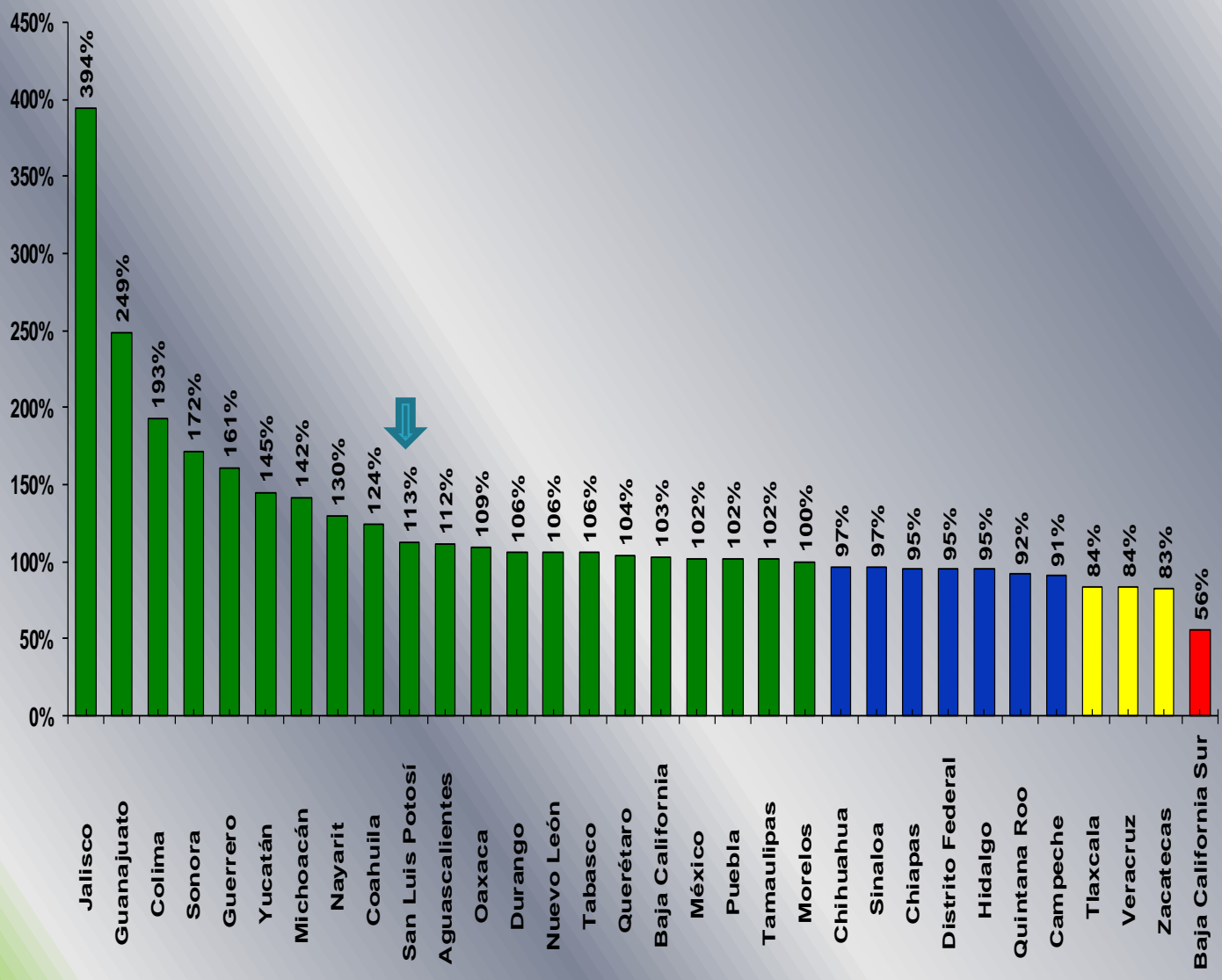
A mayor logro en estos indicadores corresponde una puntuación más alta y a un menor logro respecto a la meta programada una puntuación más baja.

PORCENTAJE DE CONCLUSIÓN



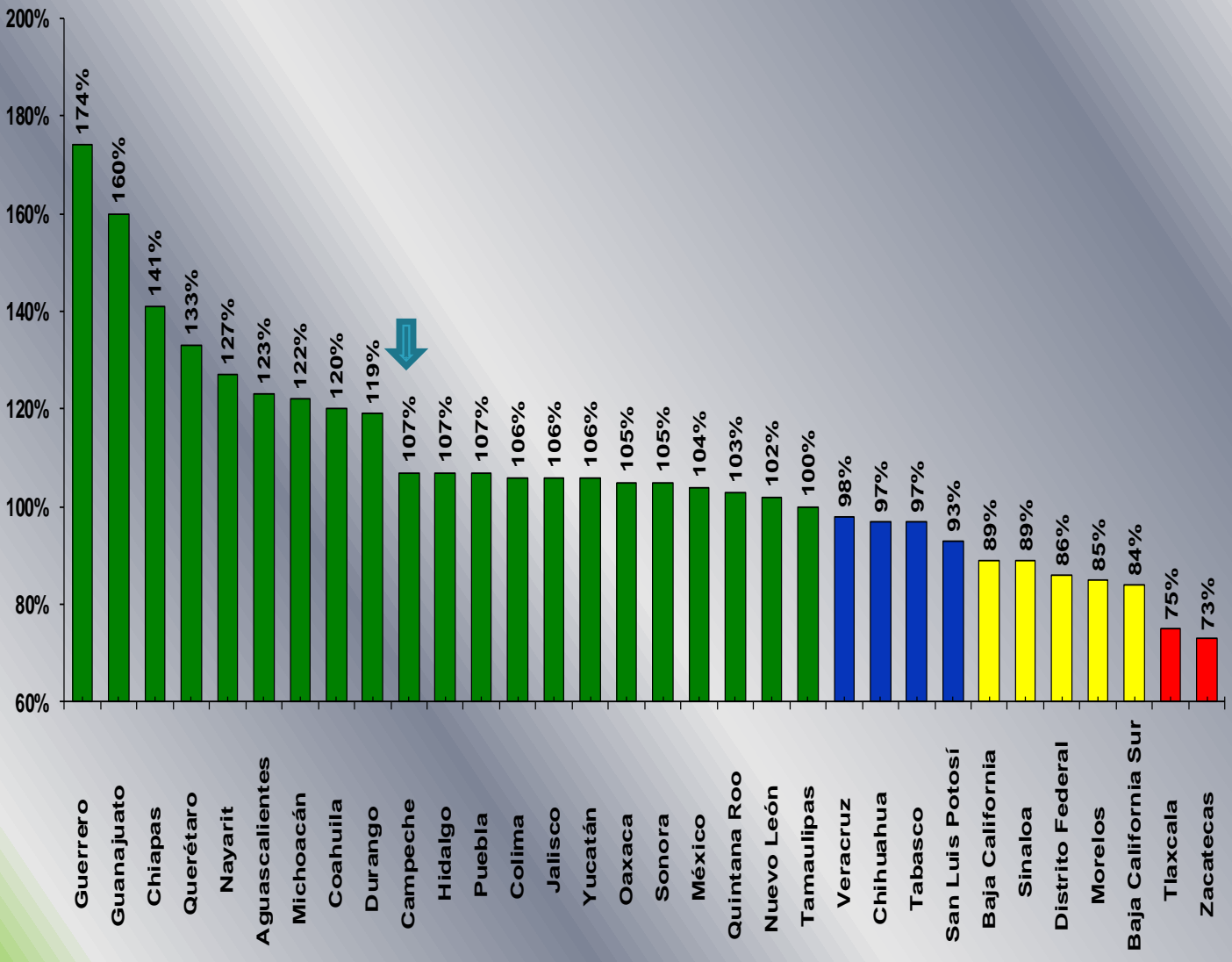
CUMPLIMIENTO DE LA META DE EDUCANDOS REGISTRADOS

Nacional 113%



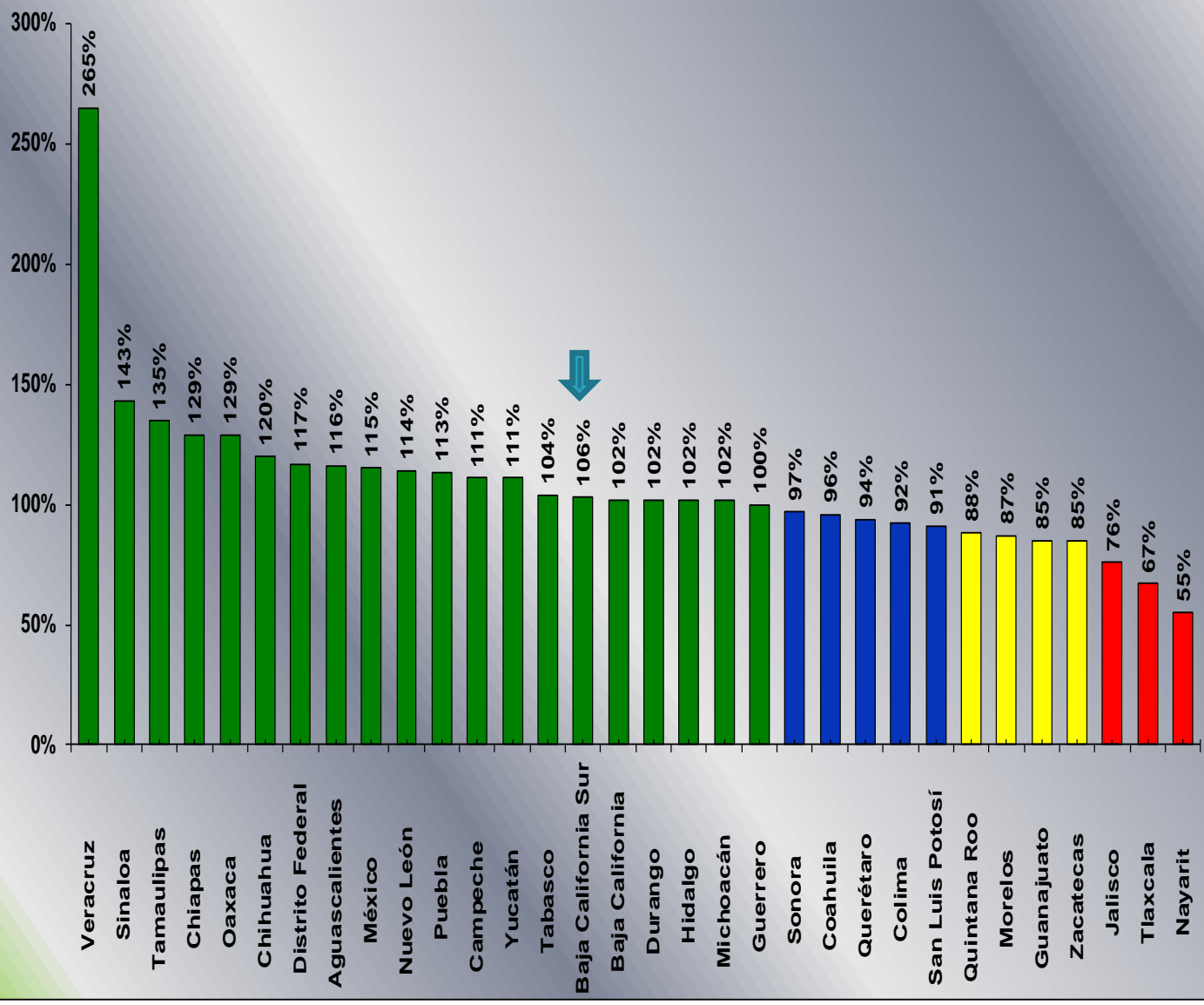
CUMPLIMIENTO DE LA META DE UCN

Nacional 107%



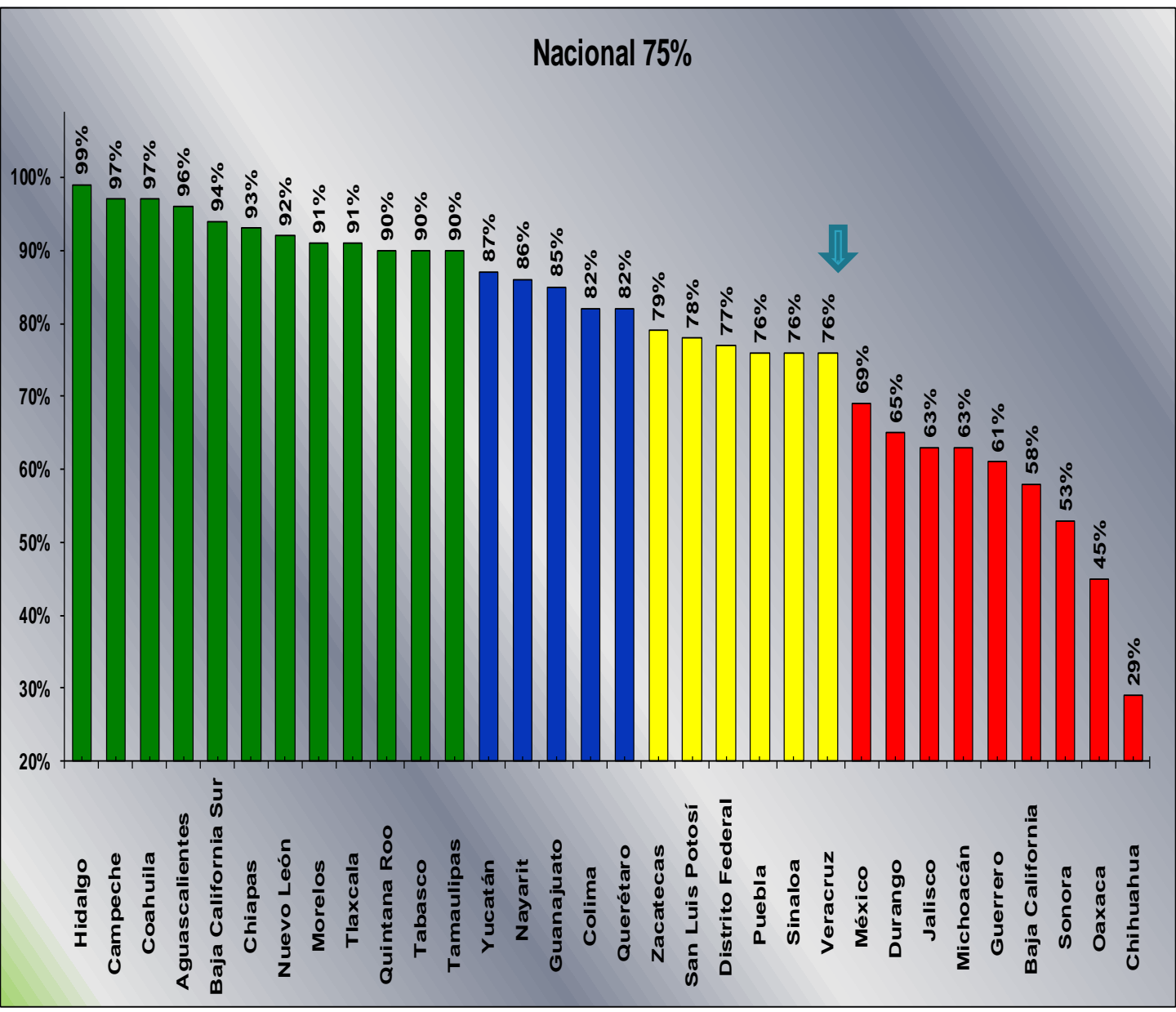
CUMPLIMIENTO DE LA META DE EXAMENES EN LÍNEA

Nacional 106%



CERTIFICADOS ENTREGADOS EN EL PERIODO DE VIGENCIA

Nacional 75%



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
UCN por Plaza Comunitaria	Rango	$x < 20$	$20 \leq x < 25$	$25 \leq x < 30$	$30 \leq x$
	Puntuación	1	2	3	4
UCN por Técnico Docente	Rango	$x < 20$	$20 \leq x < 30$	$30 \leq x < 40$	$40 \leq x$
	Puntuación	2	3	4	5
UCN por Asesor	Rango	$x < 2$	$2 \leq x < 3$	$3 \leq x < 4$	$4 \leq x$
	Puntuación	2	3	4	5
Utilización de Exámenes Finales	Rango	$x < 0.70$	$0.70 \leq x < 0.80$	$0.80 \leq x < 0.90$	$0.90 \leq x$
	Puntuación	2	3	4	5
Utilización de Exámenes Diagnósticos	Rango	$x < 0.50$	$0.50 \leq x < 0.60$	$0.60 \leq x < 0.70$	$0.70 \leq x$
	Puntuación	2	3	4	5
TOTAL		9	14	19	24

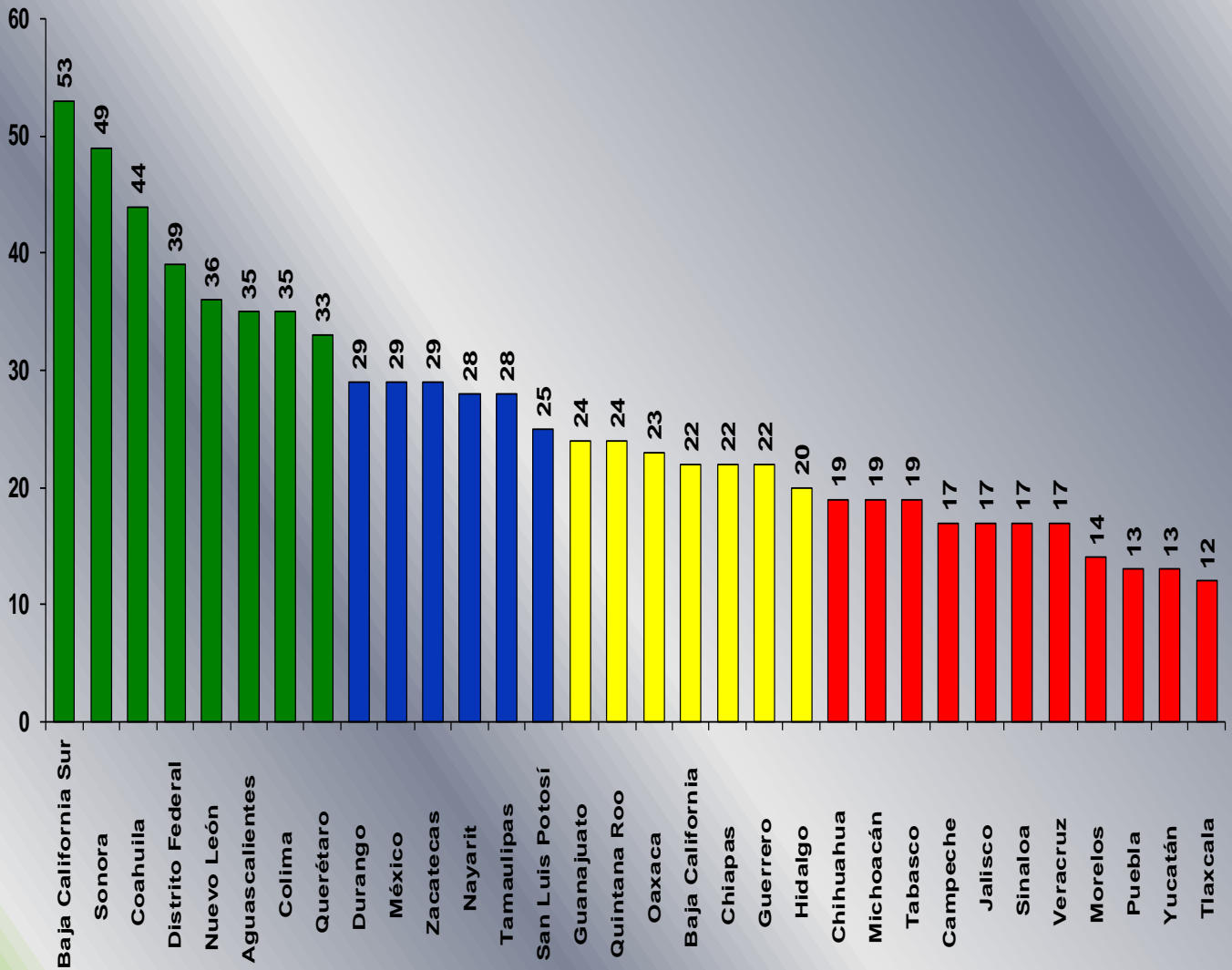
Nota:

- 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.

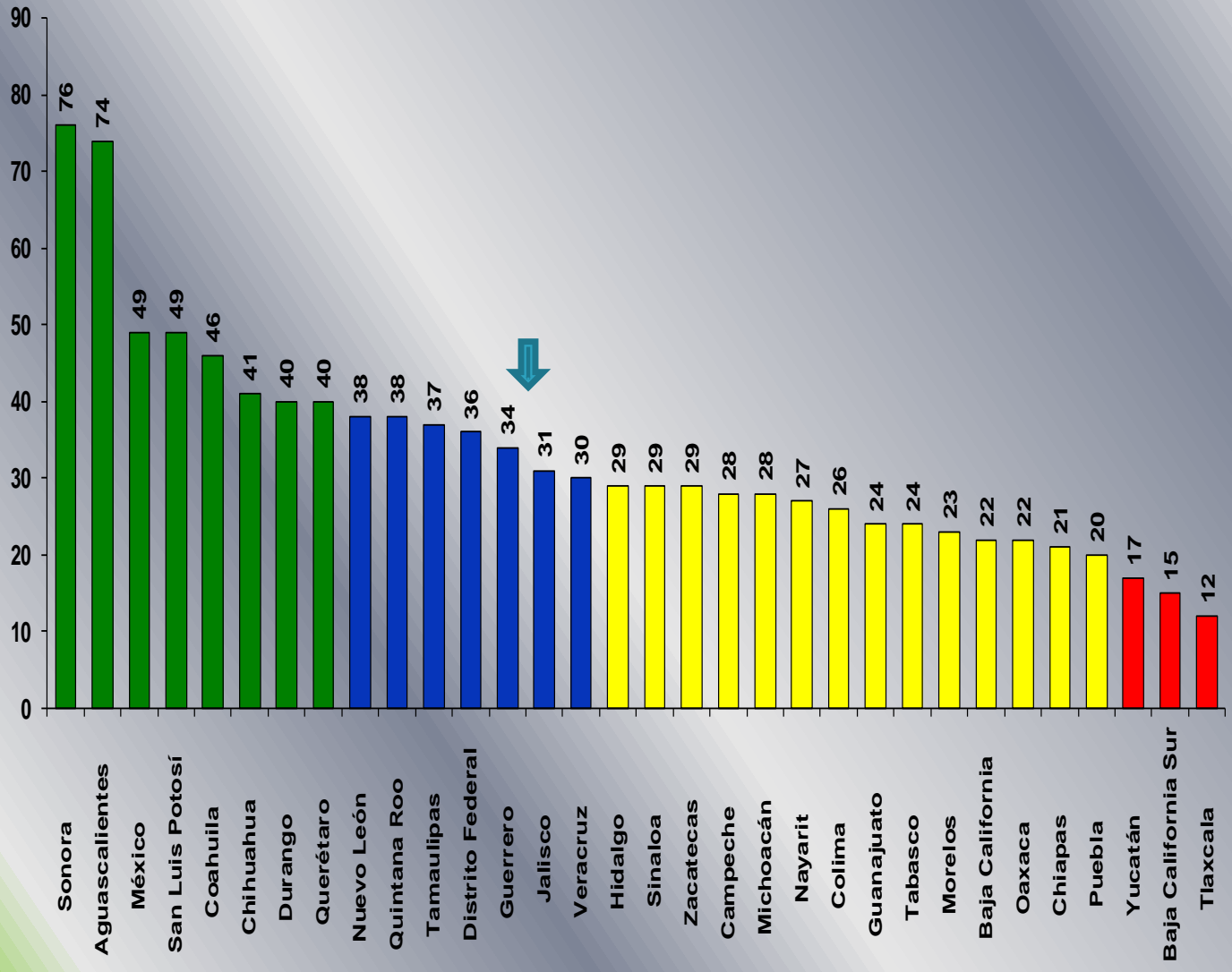
UCN POR PLAZA COMUNITARIA

Nacional 24



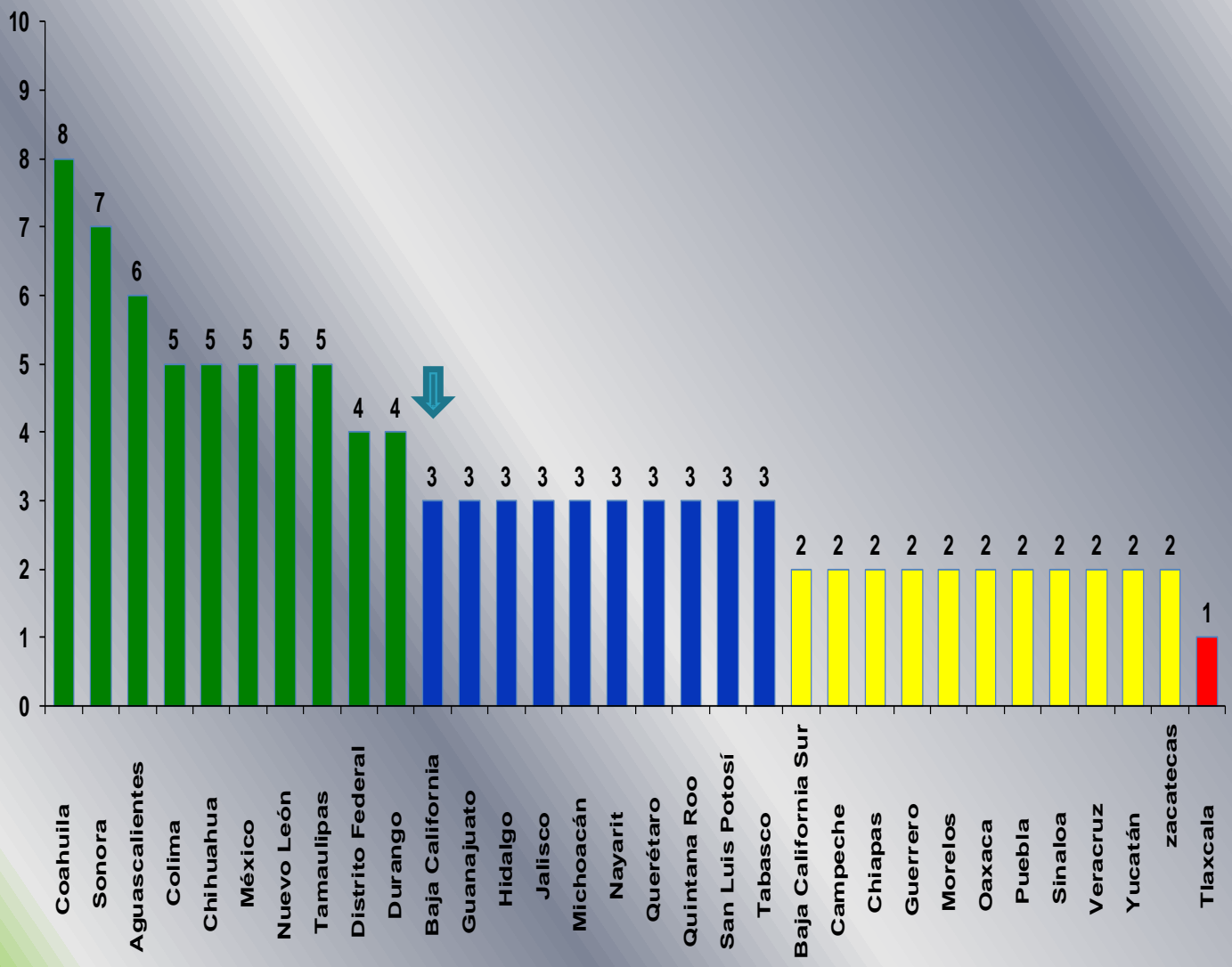
UCN POR TECNICO DOCENTE

Nacional 32



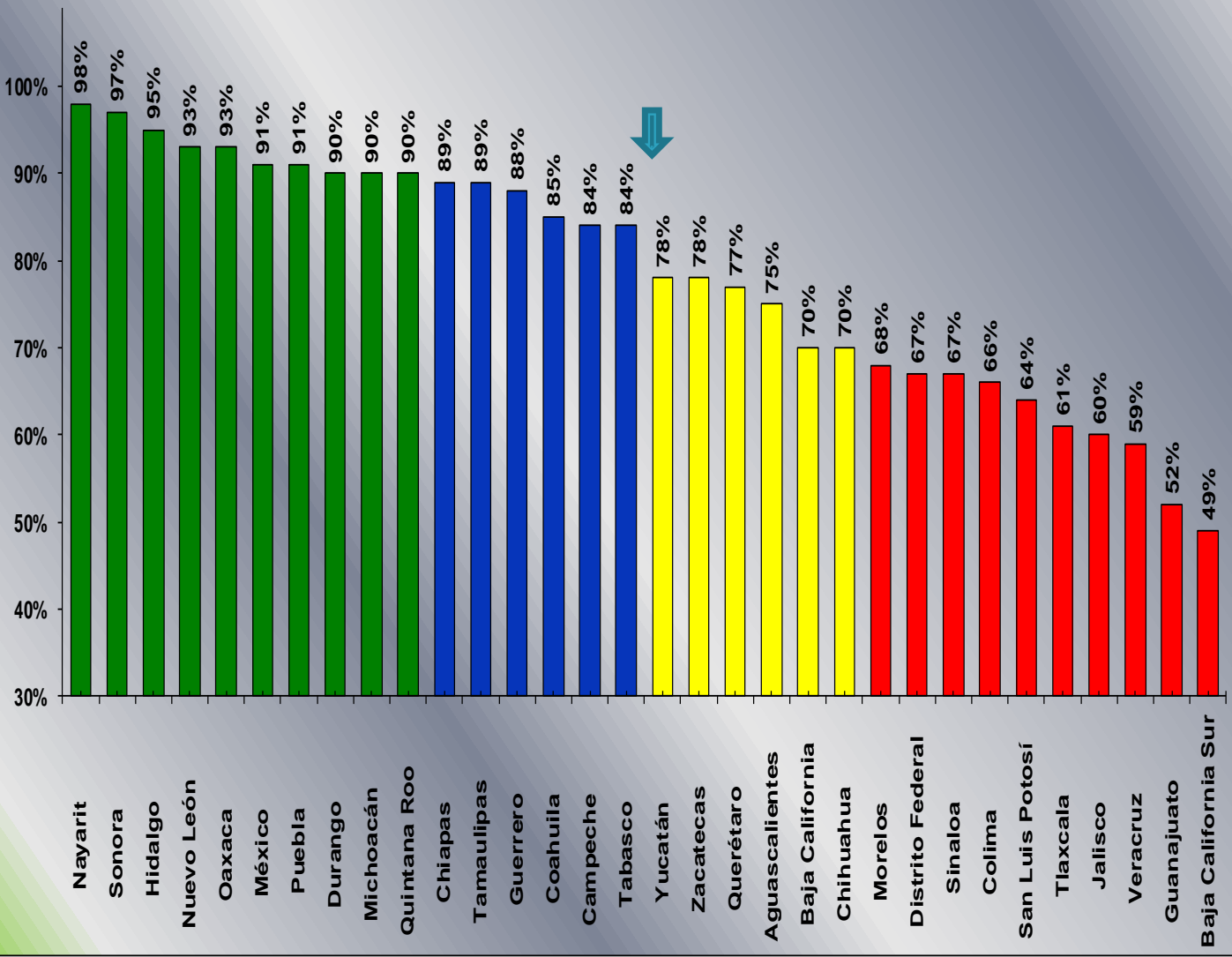
UCN POR ASESOR

Nacional 3



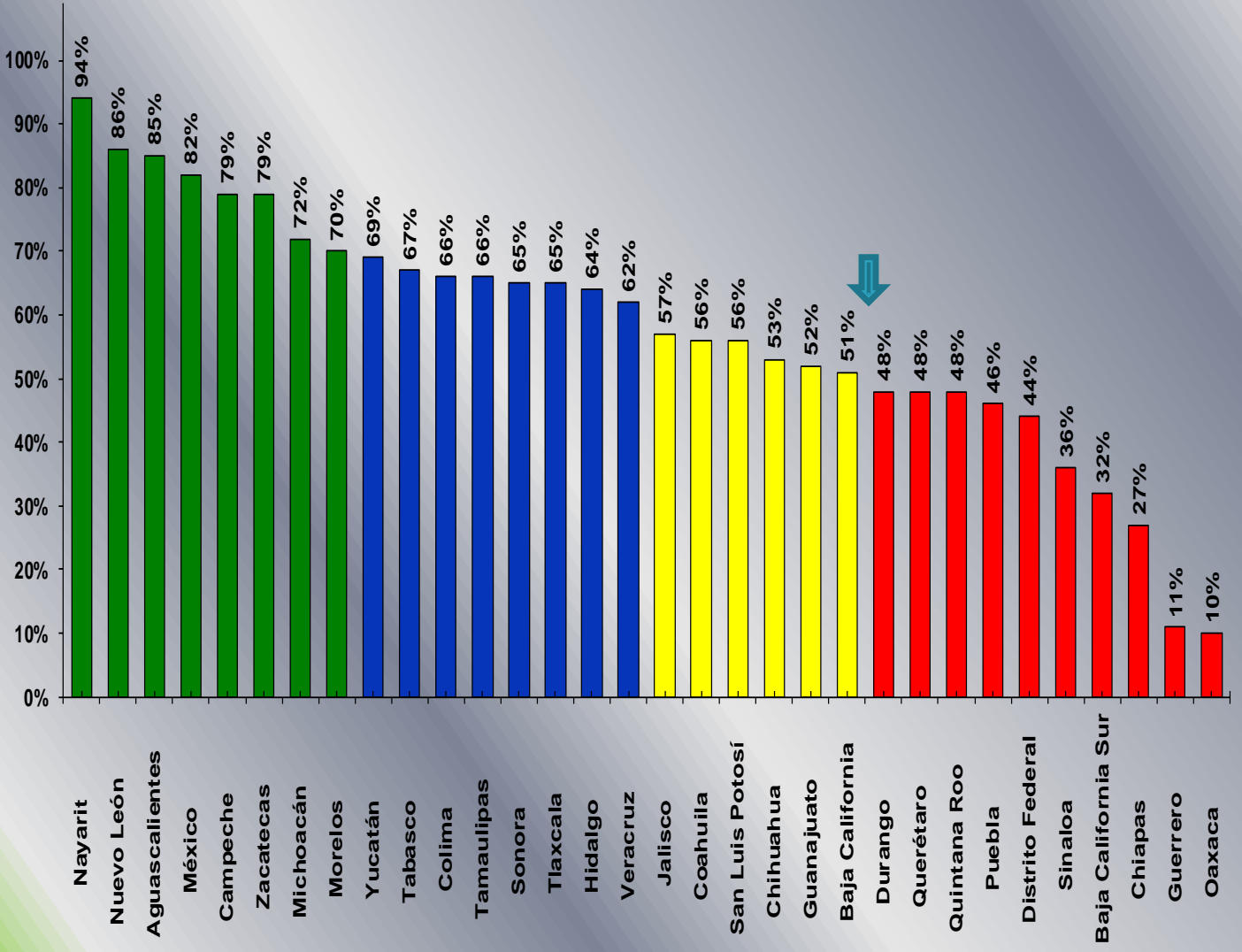
UTILIZACIÓN DE EXÁMENES FINALES

Nacional 80%



UTILIZACIÓN DE EXÁMENES DIAGNÓSTICOS

Nacional 49%



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
Exámenes acreditados por educando	Rango	$x < 0.40$	$0.40 \leq x < 0.60$	$0.60 \leq x < 0.80$	$0.80 \leq x$
	Puntuación	2	3	4	5
Educandos con el módulo correspondiente vinculado	Rango	$x < 0.60$	$0.60 \leq x < 0.70$	$0.70 \leq x < 0.80$	$0.80 \leq x$
	Puntuación	2	3	4	5
Certificados emitidos al mes de su conclusión	Rango	$x < 0.40$	$0.40 \leq x < 0.60$	$0.60 \leq x < 0.80$	$0.80 \leq x$
	Puntuación	2	3	4	5
Plazas Comunitarias en Operación	Rango	$x < 0.90$	$0.90 \leq x < 0.95$	$0.95 \leq x < 1.00$	$1.00 \leq x$
	Puntuación	1	2	3	4
TOTAL		7	11	15	19

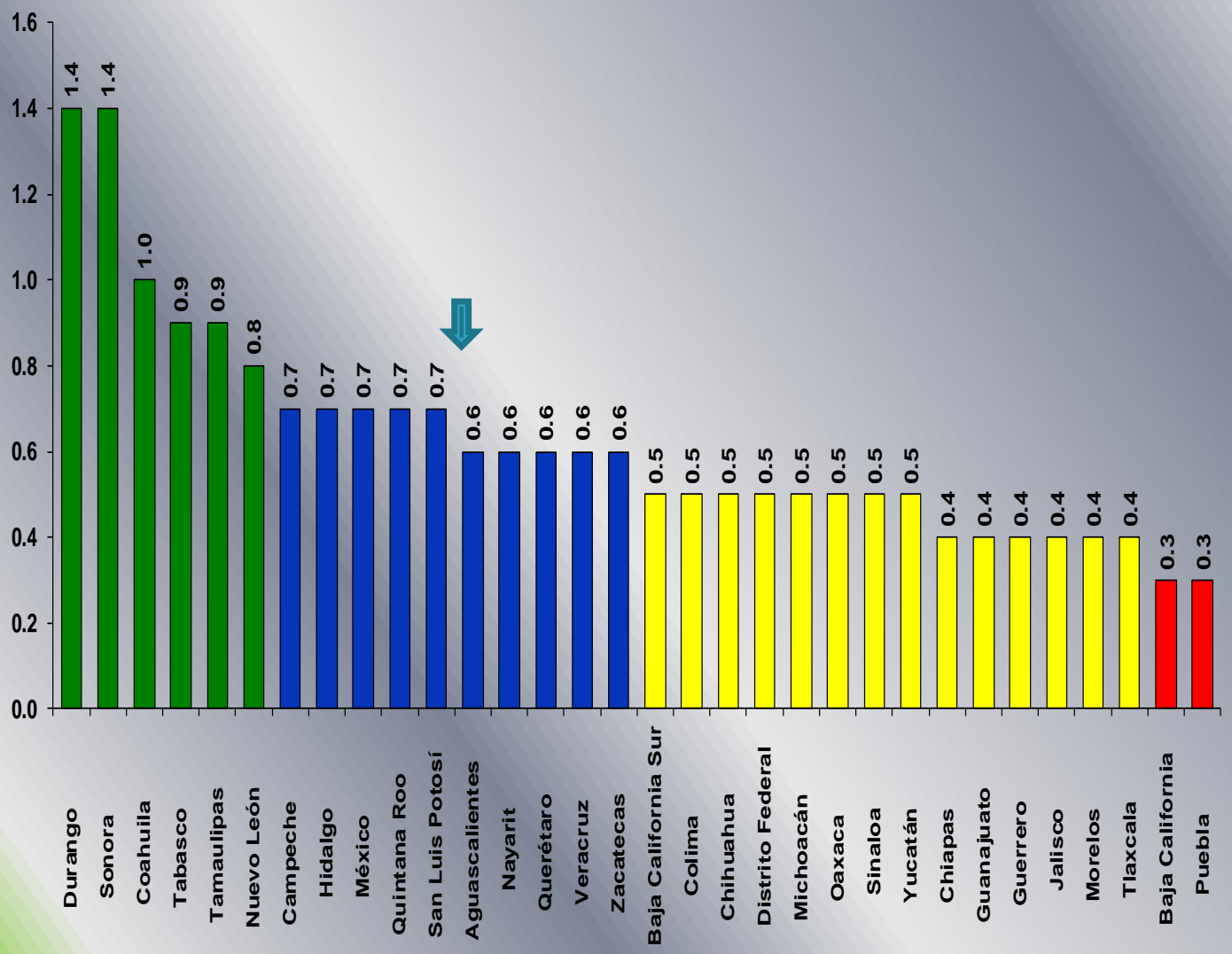
Nota:

- 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.

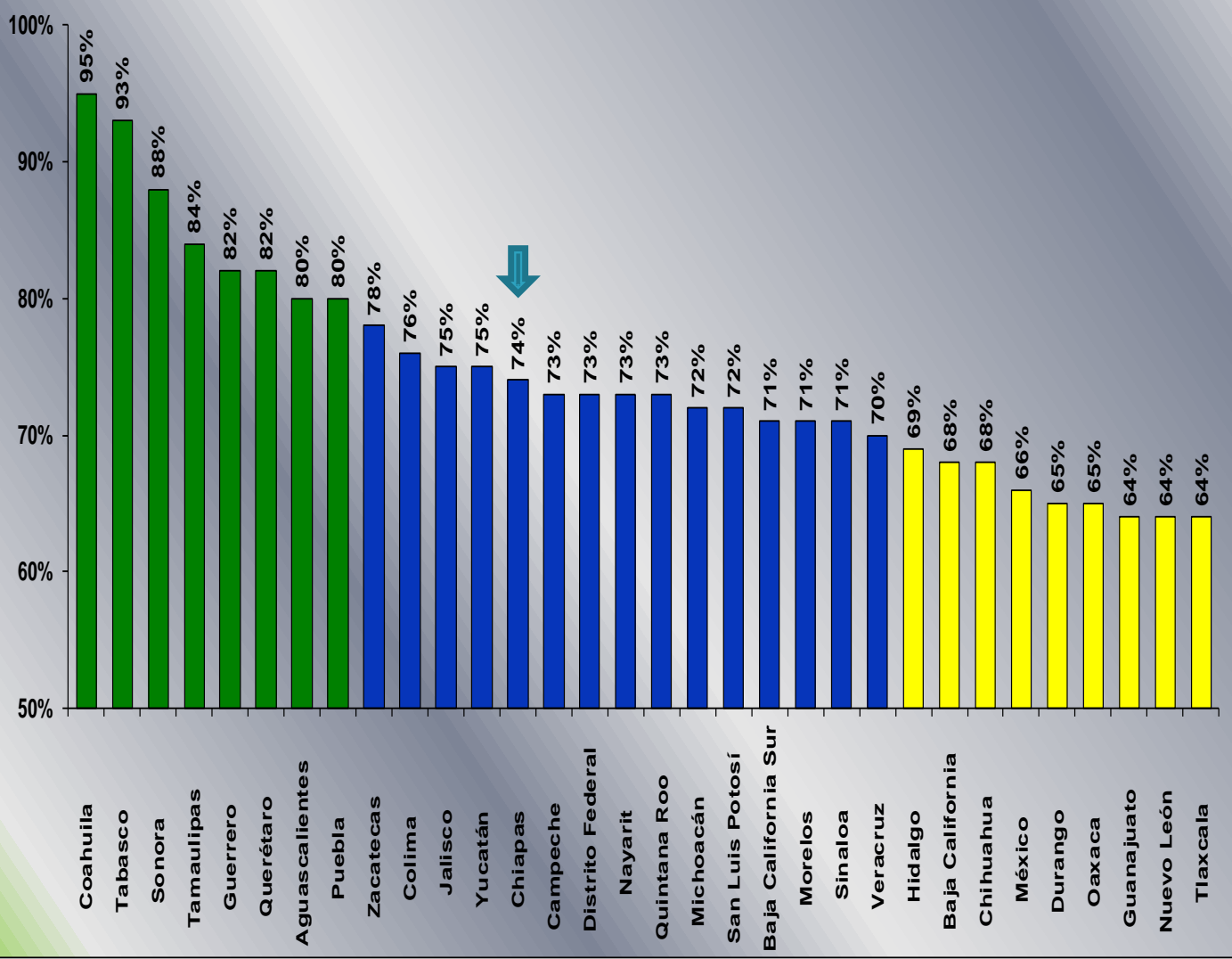
EXÁMENES ACREDITADOS POR EDUCANDO

Nacional 0.6



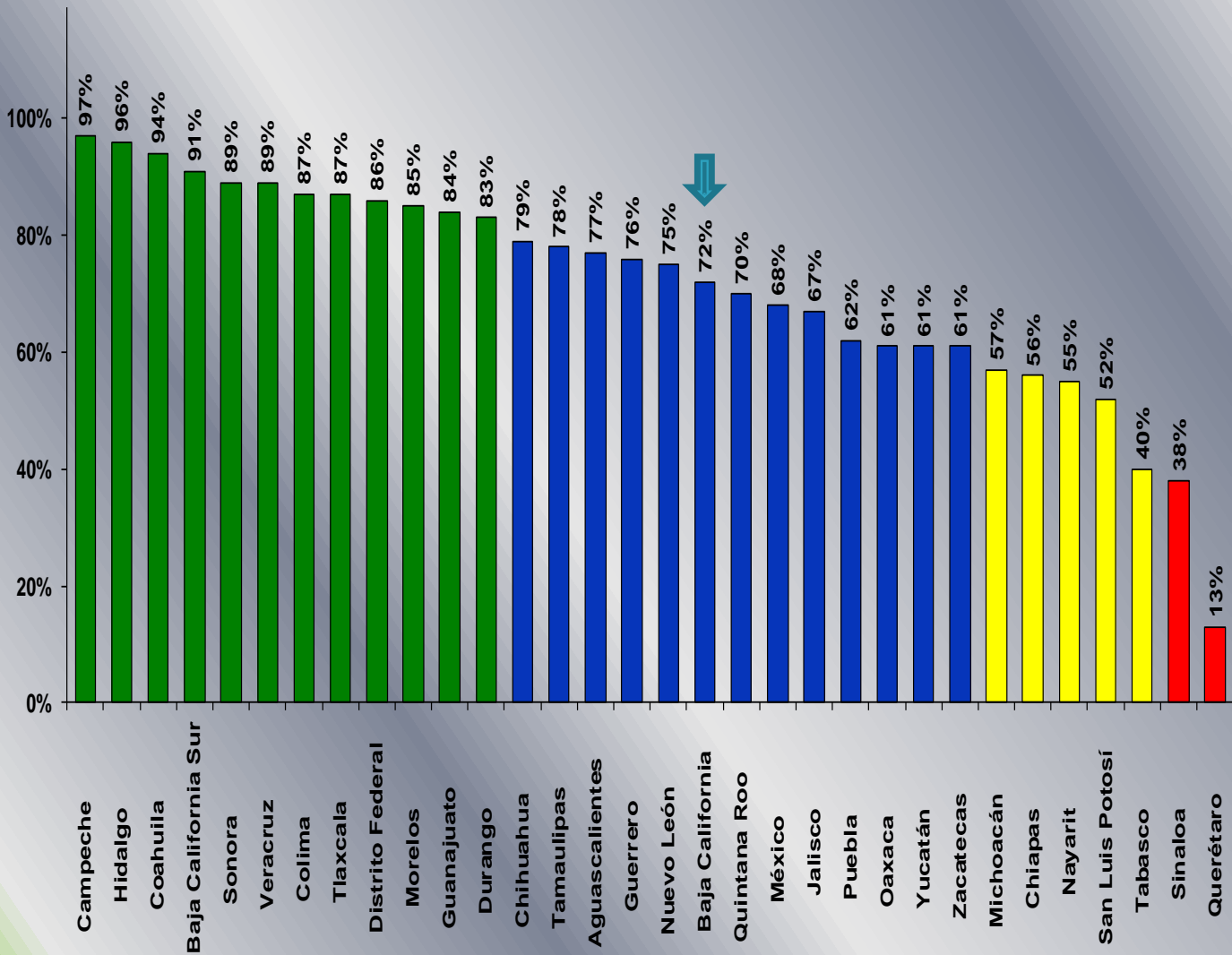
EDUCANDOS CON MÓDULO CORRESPONDIENTE VINCULADO

Nacional 74%



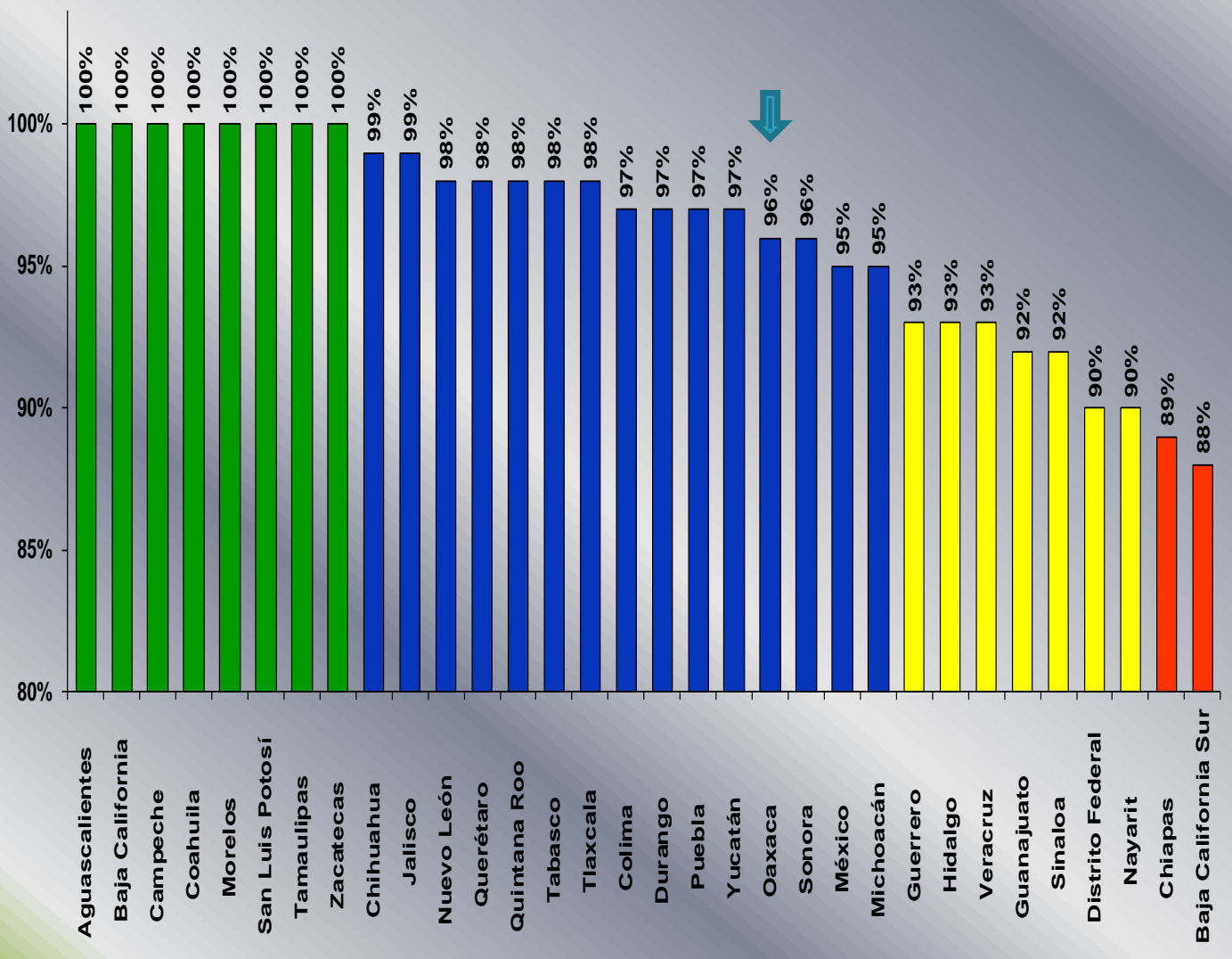
CERTIFICADOS EMITIDOS AL MES DE SU CONCLUSIÓN

Nacional 72%



PLAZAS COMUNITARIAS EN OPERACIÓN

Nacional 96%



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
Porcentaje de inactivación	Rango	$0.40 \leq x$	$0.40 \leq x < 0.30$	$0.30 \leq x < 0.20$	$x < 0.20$
	Valor	2	3	4	5
Módulos acreditados por medio de las TIC por Plaza Comunitaria	Rango	$x < 60$	$60 \leq x < 80$	$80 \leq x < 100$	$100 \leq x$
	Valor	2	3	4	5

Nota:

x = valor obtenido en el indicador

x < = x es menor que

≤ 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.

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
Calificación de la CIAC	Rango	$x < 7.0$	$7.0 \leq x < 8.0$	$8.0 \leq x < 9.0$	$9.0 \leq x$
	Valor	2	3	4	5
UCN con proceso educativo	Rango	$x < 0.70$	$0.70 \leq x < 0.80$	$0.80 \leq x < 0.90$	$0.90 \leq x$
	Valor	2	3	4	5
Asesores de nuevo ingreso con formación inicial	Rango	$x < 0.60$	$0.60 \leq x < 0.70$	$0.70 \leq x < 0.80$	$0.80 \leq x$
	Valor	2	3	4	5
TOTAL		12	18	24	30

Nota:

x = valor obtenido en el indicador

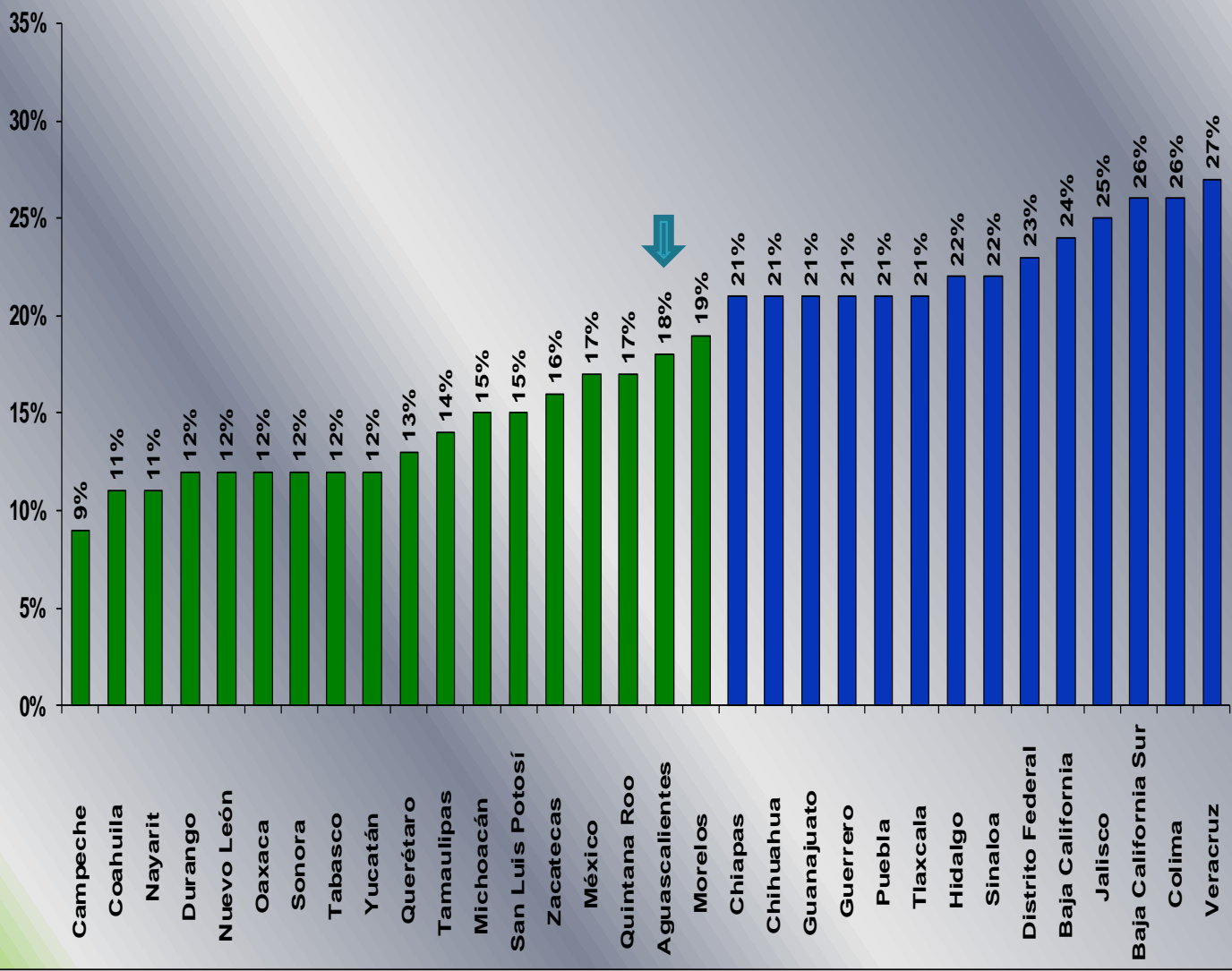
$x < = x$ es menor que

$\leq x = x$ 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.

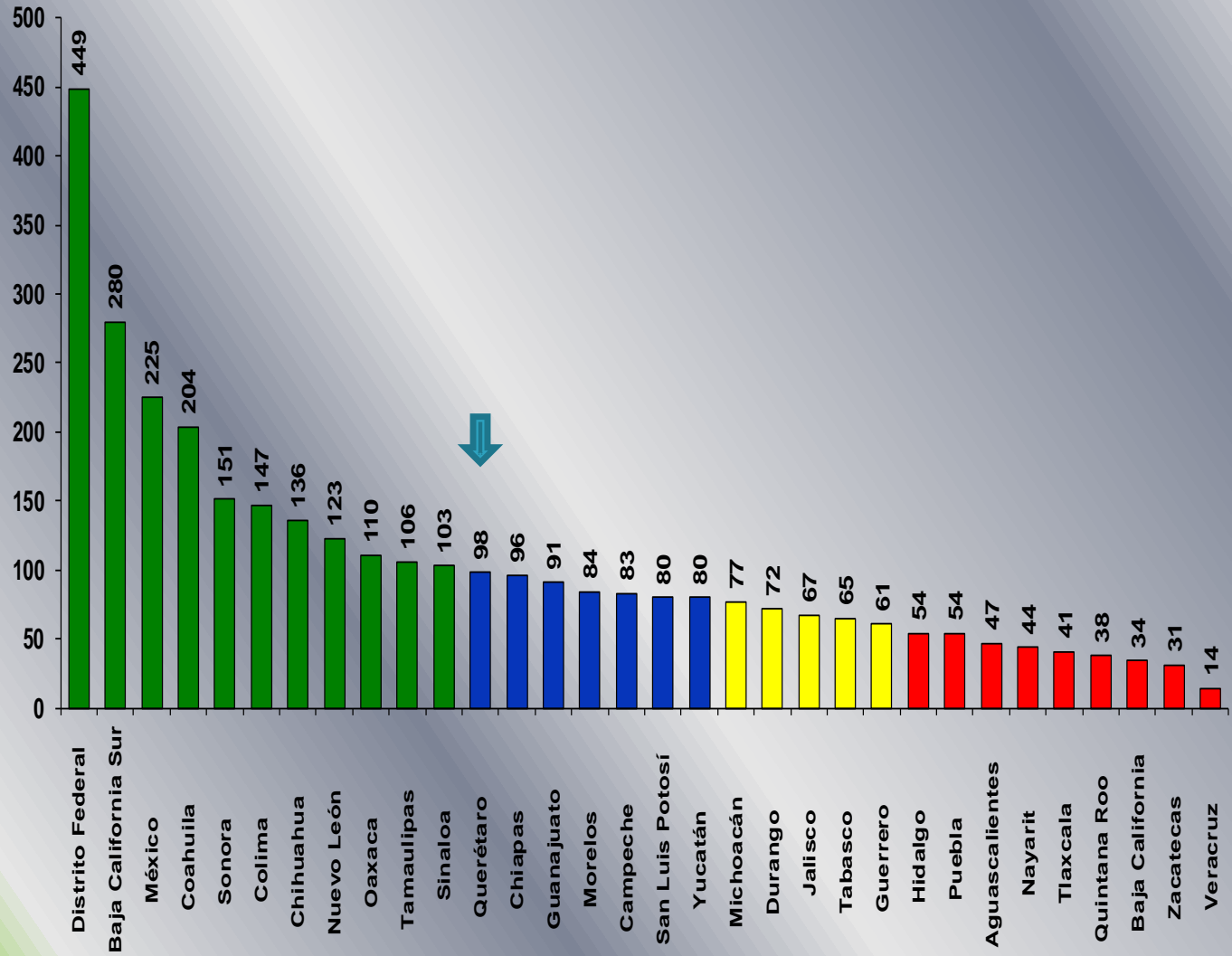
PORCENTAJE DE INACTIVACIÓN

Nacional 18%



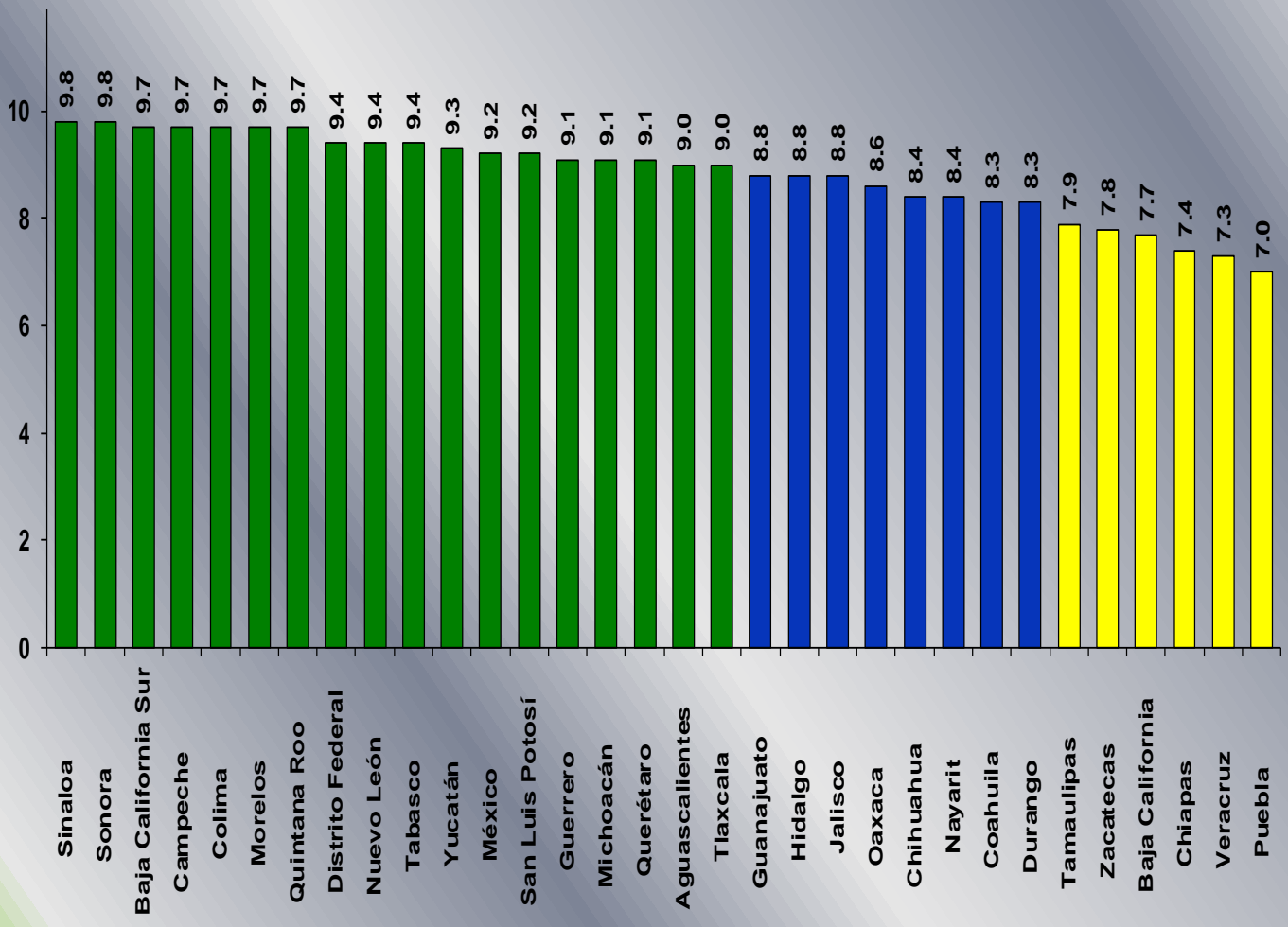
MÓDULOS ACREDITADOS POR MEDIO DE LAS TIC POR PLAZA COMUNITARIA

Nacional 98



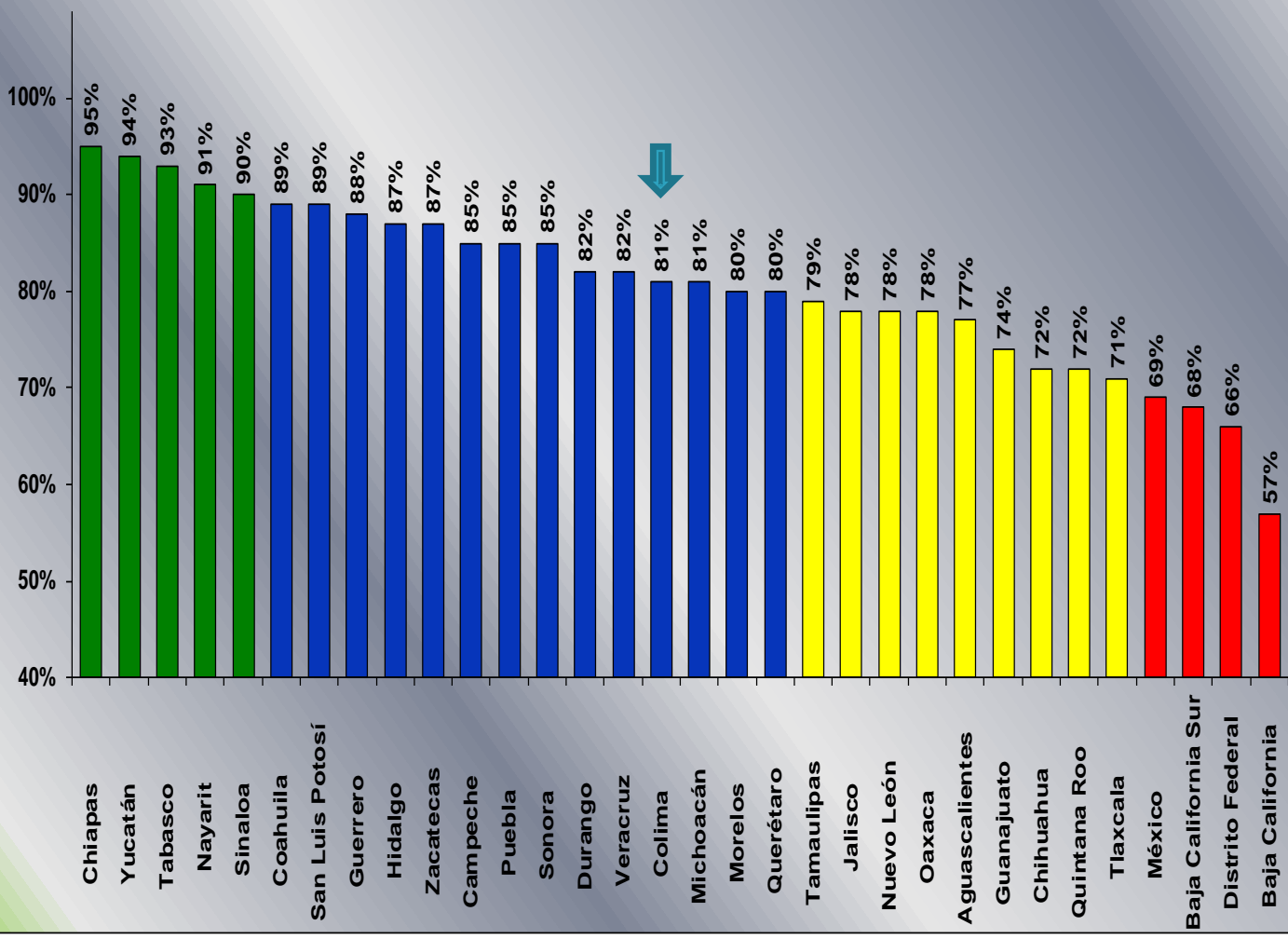
CALIFICACIÓN DE LA CIAC

Nacional 8.9



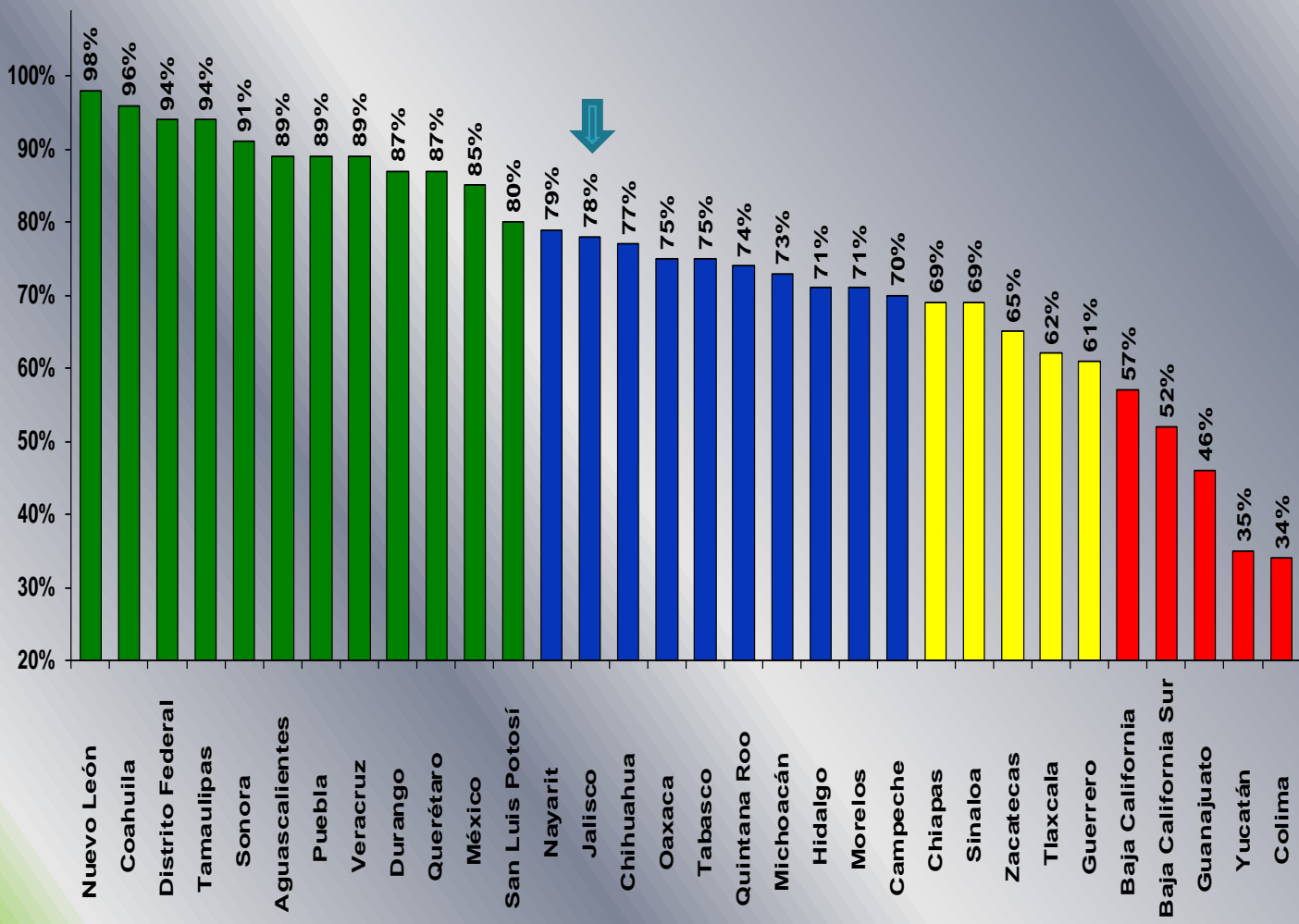
UCN CON PROCESO EDUCATIVO

Nacional 81%

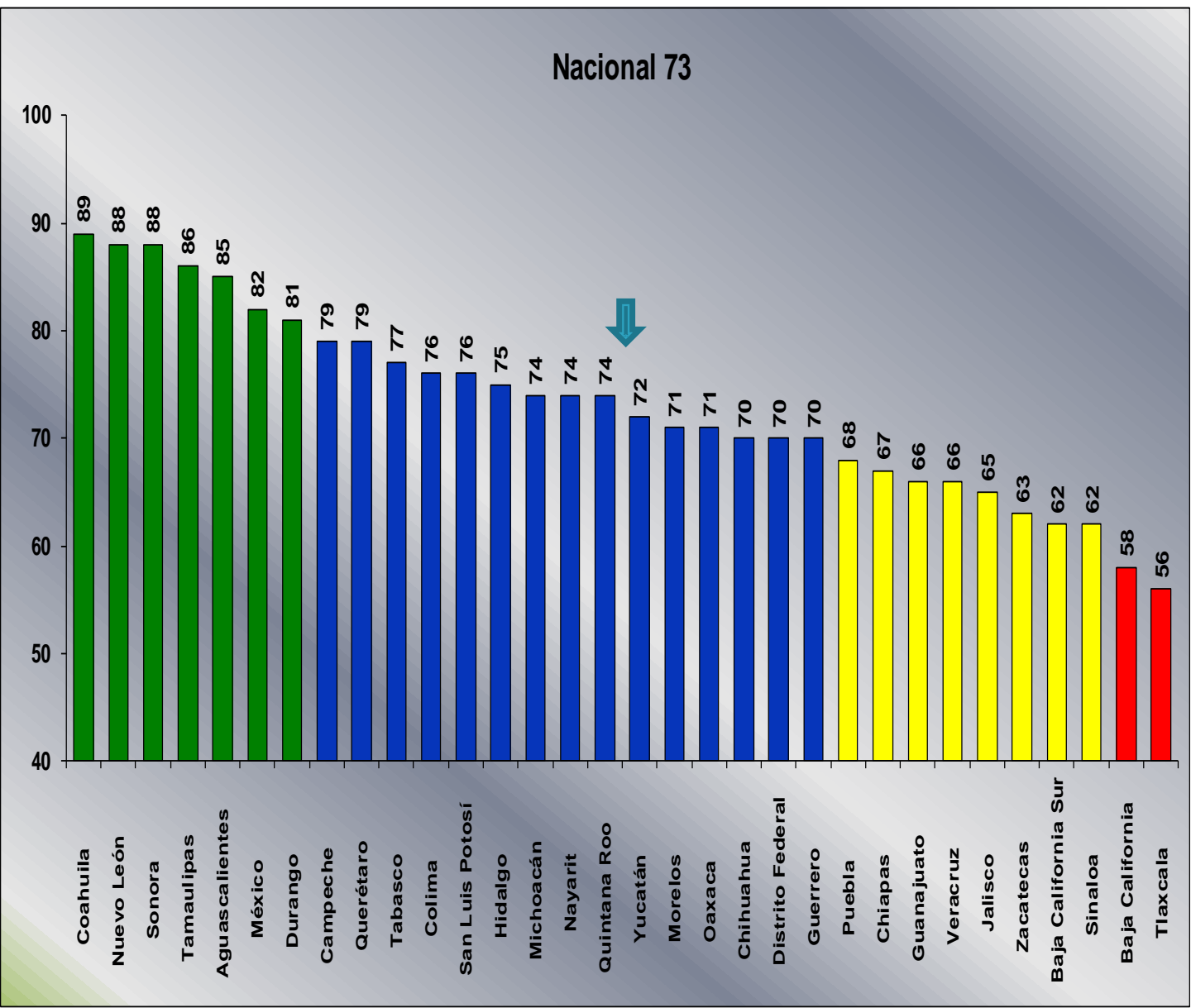


ASESORES DE NUEVO INGRESO CON FORMACIÓN INICIAL

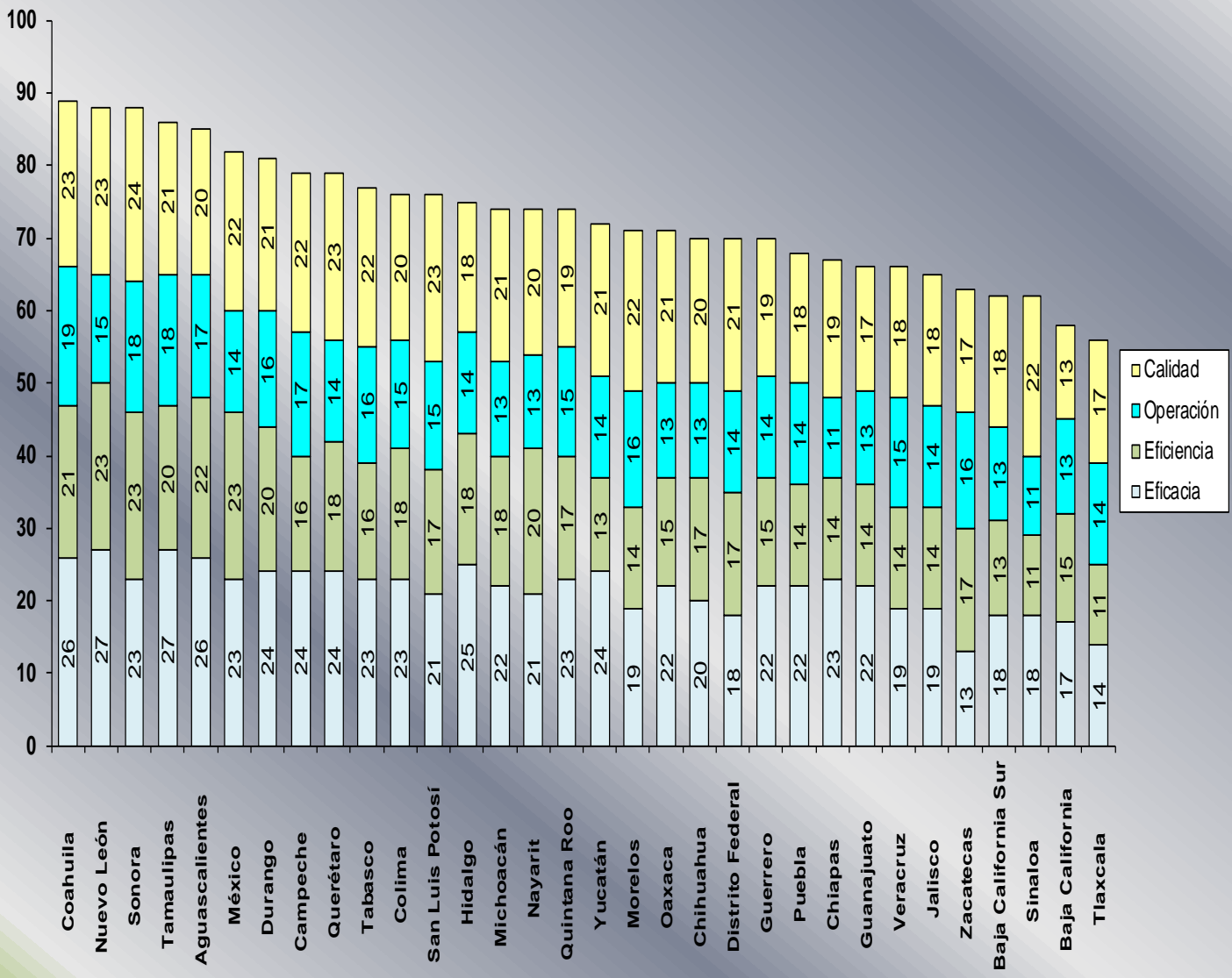
Nacional 78%



PUNTUACIÓN FINAL



COMPOSICIÓN DE LA PUNTUACIÓN



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 2012, del Modelo de Evaluación Institucional “MEI”.

De un total de 32 estados, **7** que representan el **(22%)** están en el rango **Óptimo**; con el siguiente puntaje: **Coahuila 89, Nuevo León 88, sonora 88, Tamaulipas 86, Aguascalientes 85, México 82 y Durango 81.**

15 de las entidades que representan el **(47%)**, obtuvieron una calificación en el rango **Bueno**: **Campeche 79, Querétaro 79, Tabasco 77, Colima 76, San Luis Potosí 76, Hidalgo 75, Michoacán 74, Nayarit 74, Quintana Roo 74, Yucatán 72, Morelos 71, Oaxaca 71, Chihuahua 71, Distrito Federal 70, y Guerrero 70.**

8 de las entidades que representan el **(25%)**, obtuvieron una calificación en el rango **Regular**: **Puebla 68, Chiapas 67, Guanajuato 66, Veracruz 66, Jalisco 65, Zacatecas 63, Baja California Sur 62 y Sinaloa 62.**

2 de las entidades que representan el **(6%)**, obtuvieron una calificación en el rango **Deficiente**: **Baja California 58 y Tlaxcala 56.**

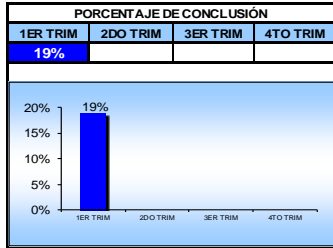
Desempeño por Entidad Geográficamente



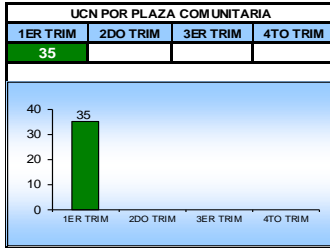
Tendencia de Indicadores

INDICADORES DE EVALUACIÓN 2013

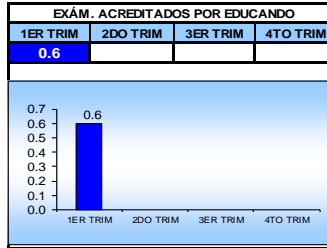
EFICACIA



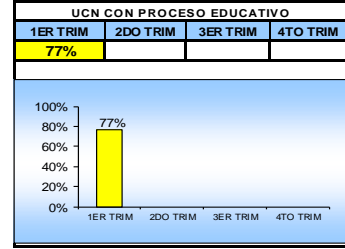
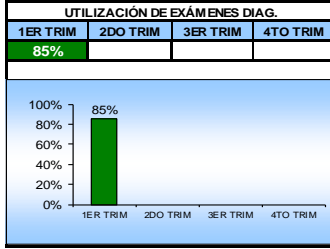
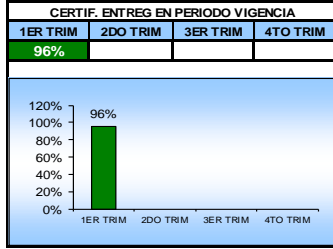
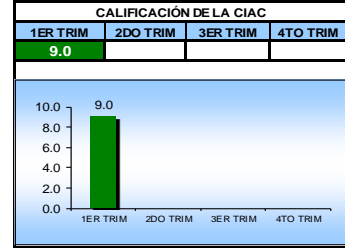
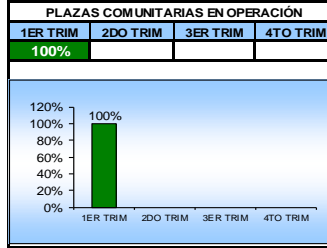
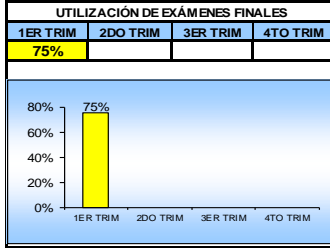
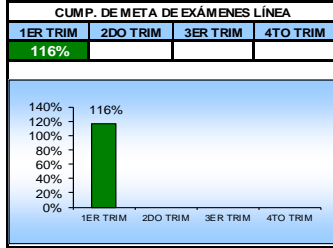
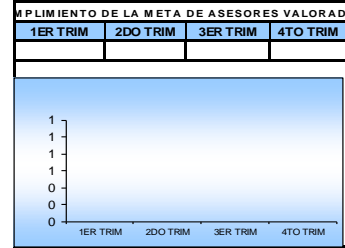
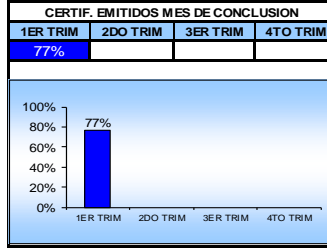
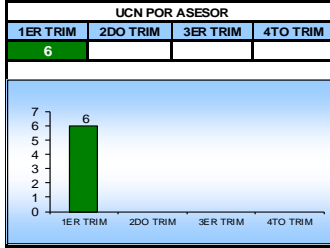
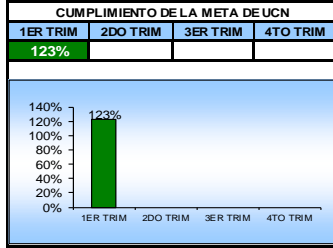
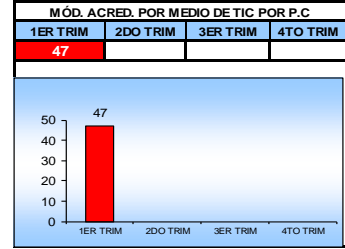
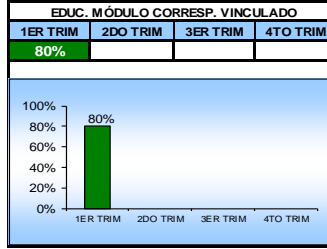
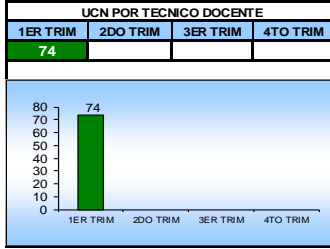
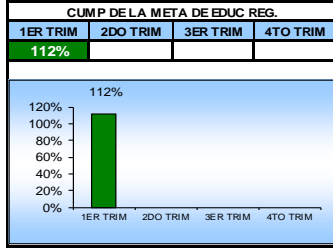
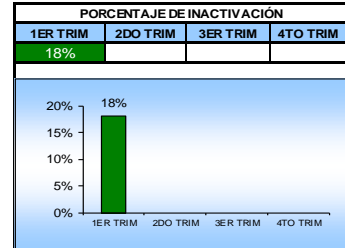
EFICIENCIA



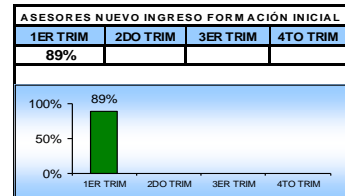
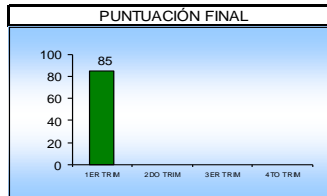
OPERACIÓN



CALIDAD

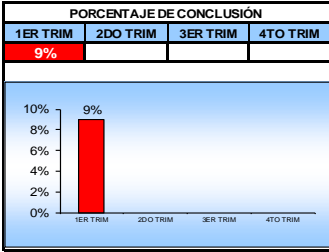


PUNTUACIÓN FINAL			
1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
85			

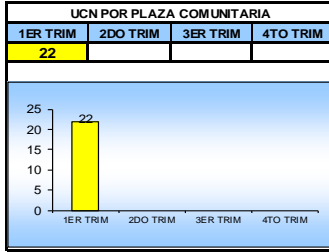


INDICADORES DE EVALUACIÓN 2013

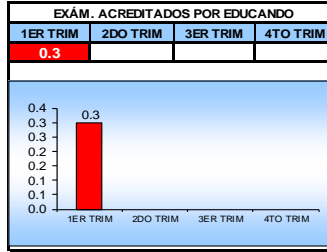
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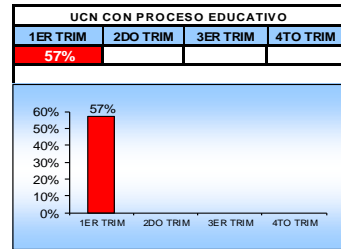
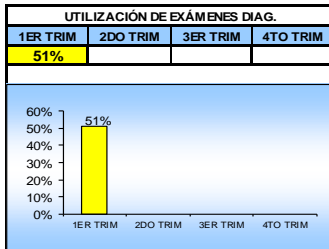
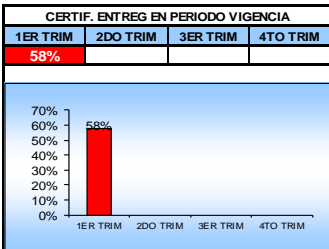
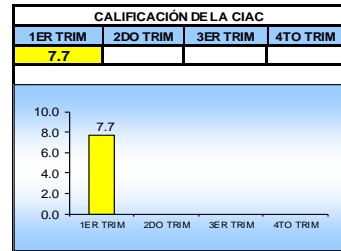
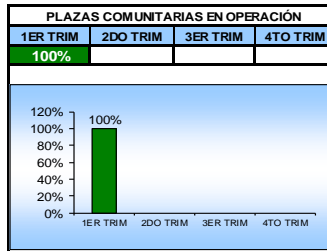
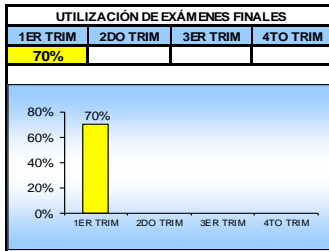
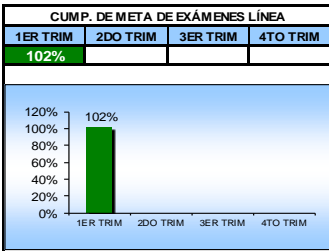
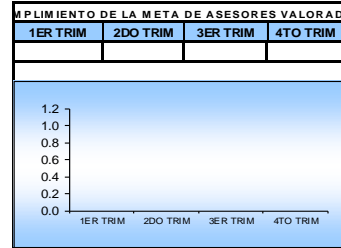
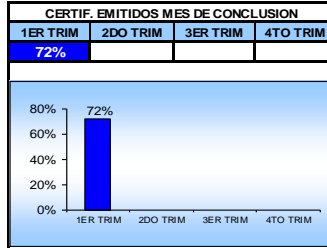
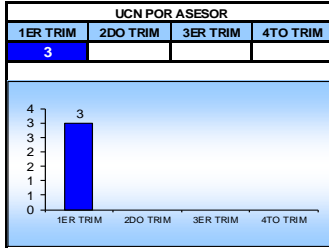
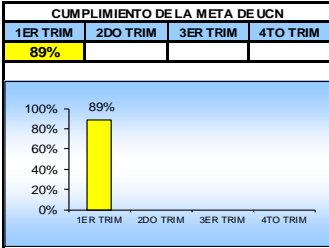
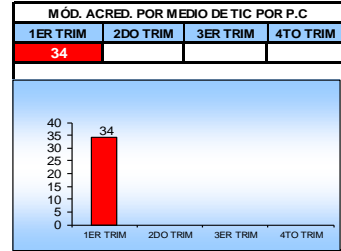
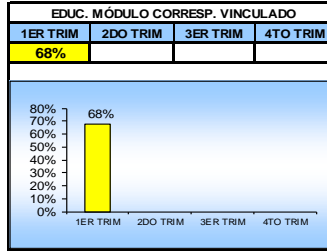
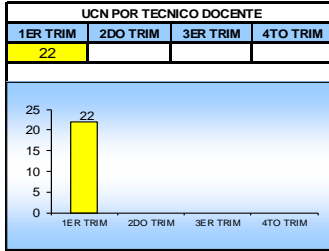
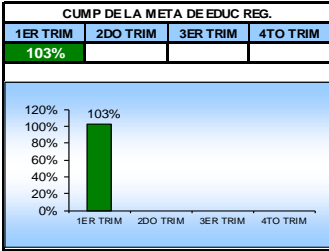
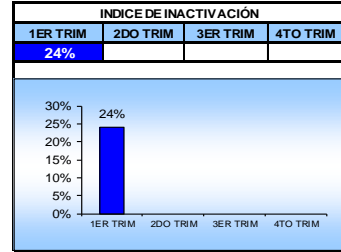
EFICIENCIA



OPERACIÓN

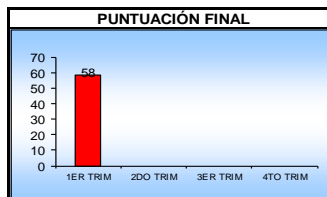


CALIDAD



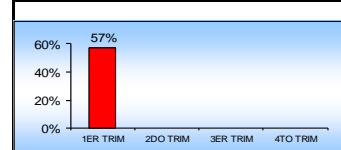
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
58			



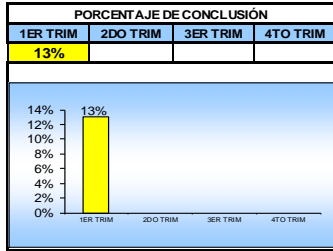
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

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57%			

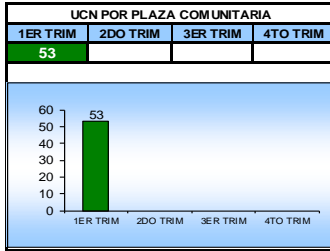


INDICADORES DE EVALUACIÓN 2013

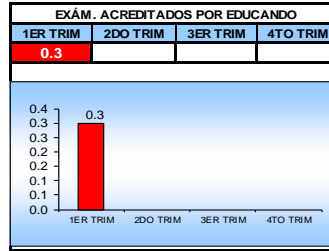
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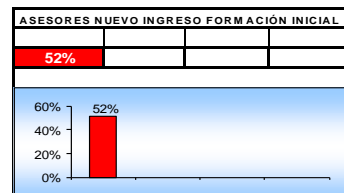
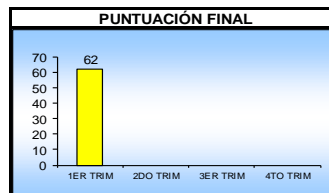
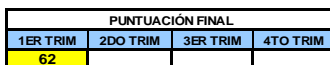
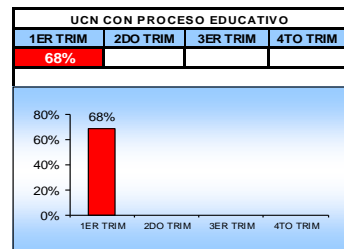
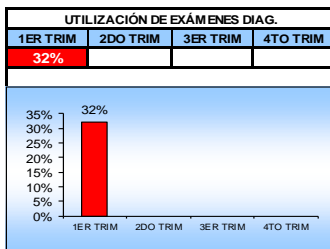
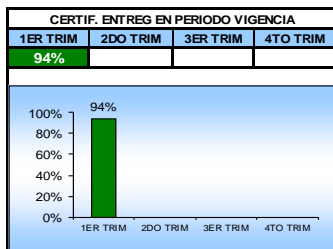
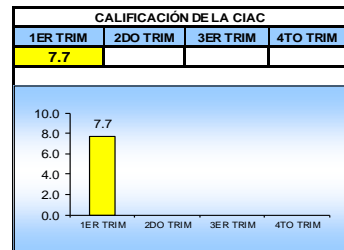
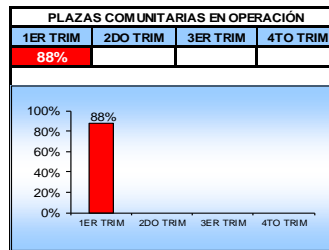
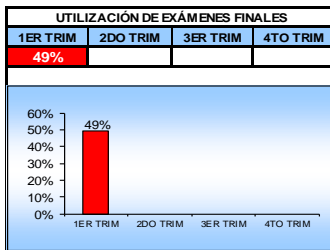
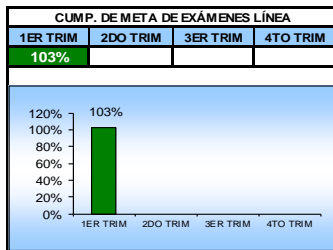
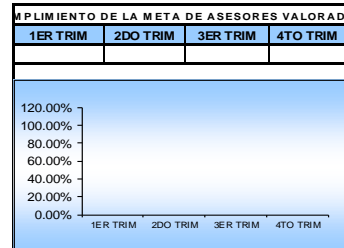
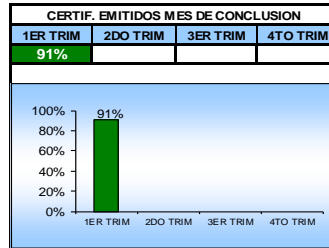
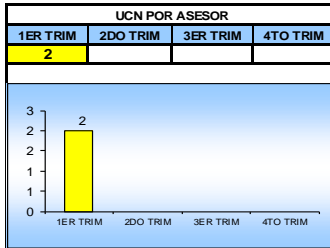
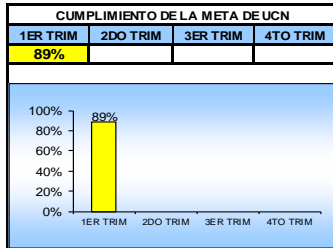
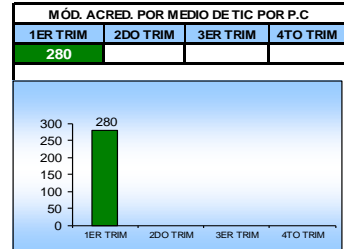
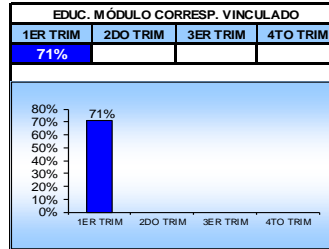
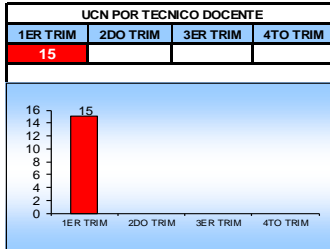
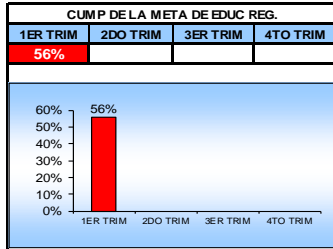
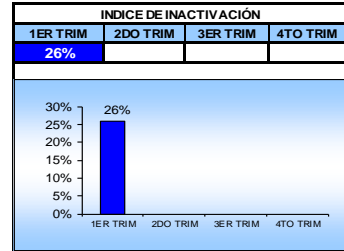
EFICIENCIA



OPERACIÓN

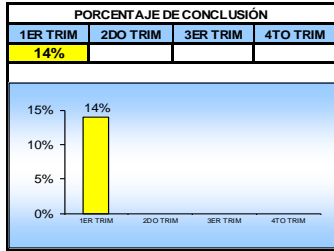


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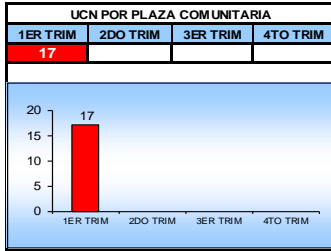


INDICADORES DE EVALUACIÓN 2013

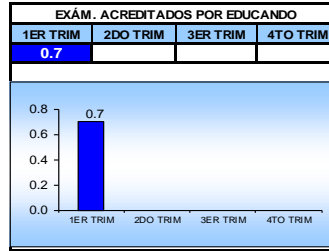
EFICACIA



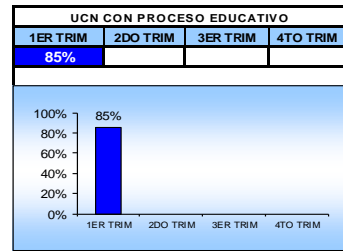
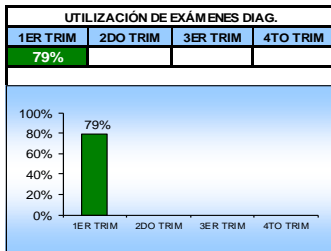
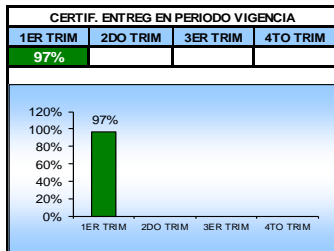
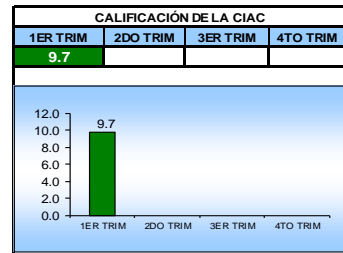
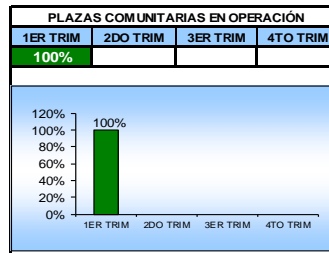
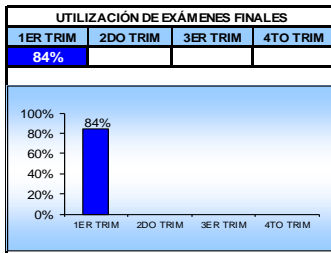
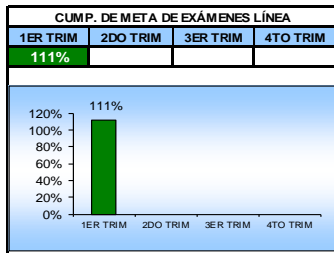
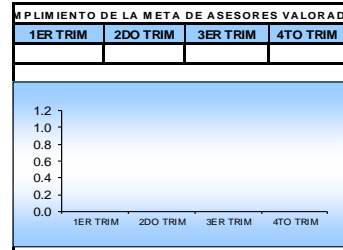
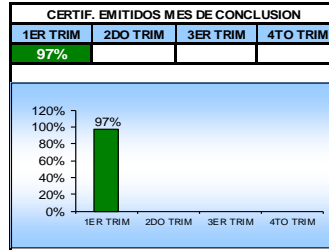
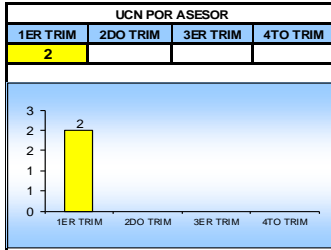
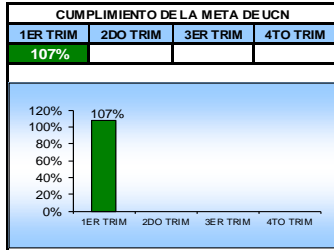
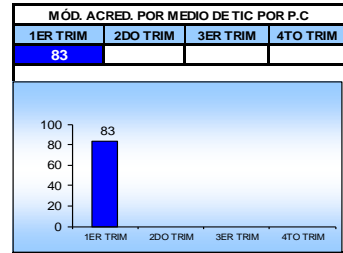
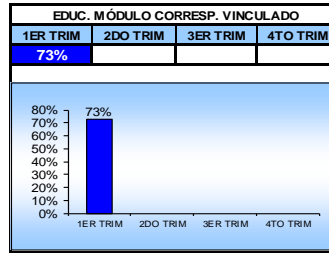
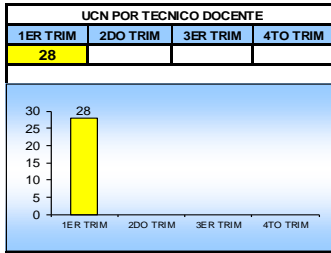
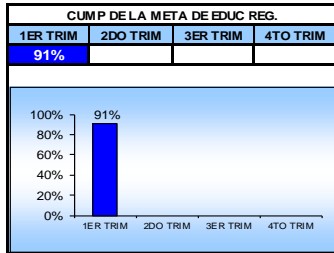
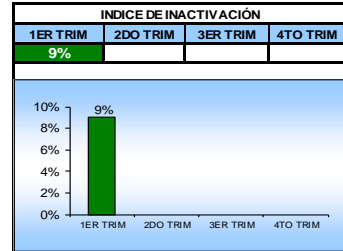
EFICIENCIA



OPERACIÓN

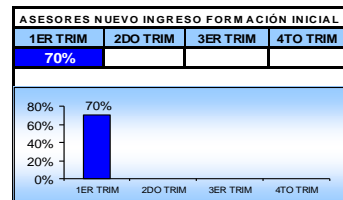
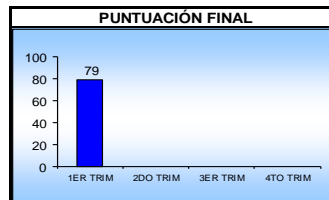


CALIDAD



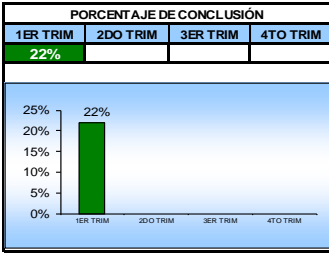
PUNTAJÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
79			

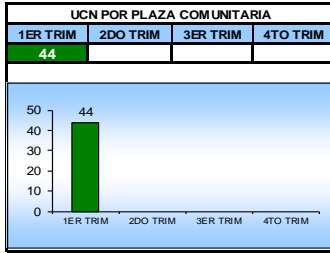


INDICADORES DE EVALUACIÓN 2013

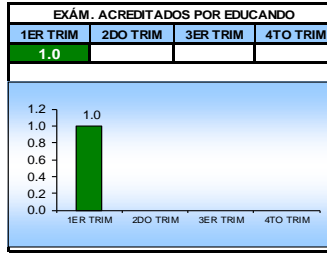
EFICACIA



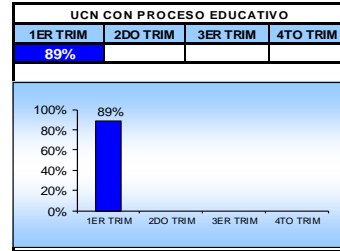
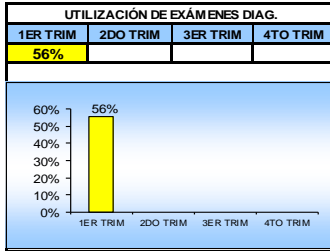
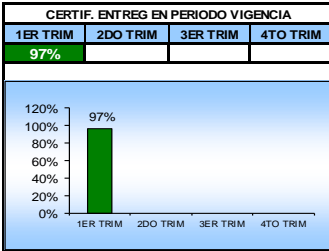
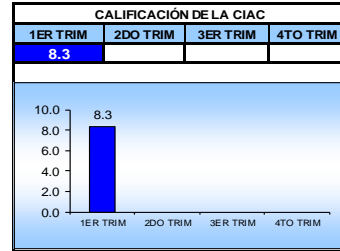
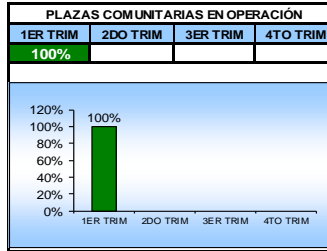
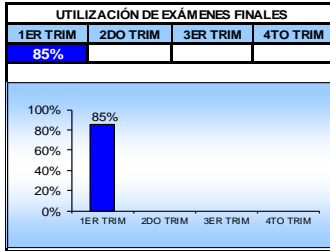
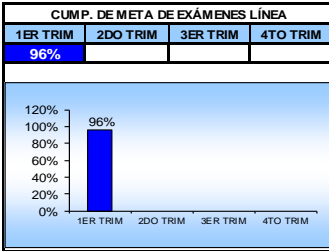
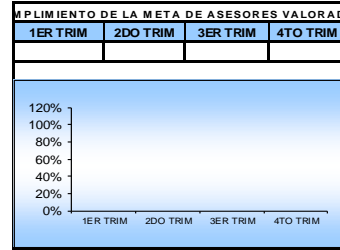
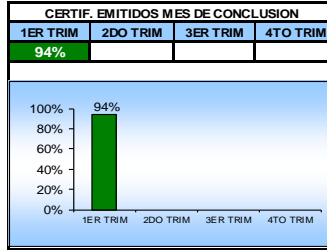
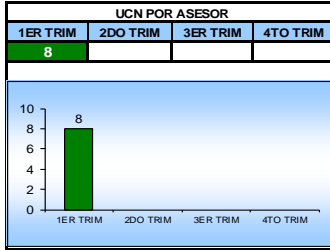
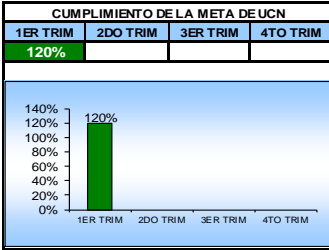
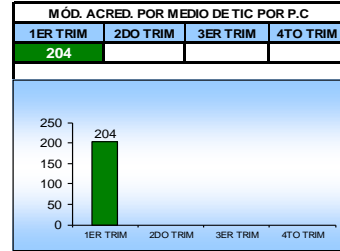
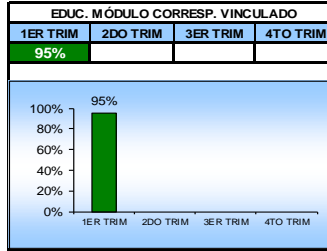
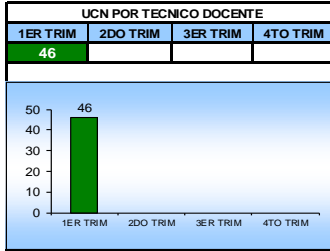
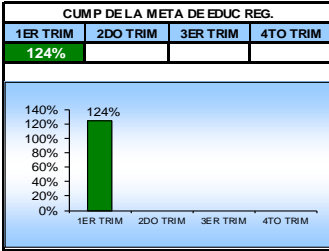
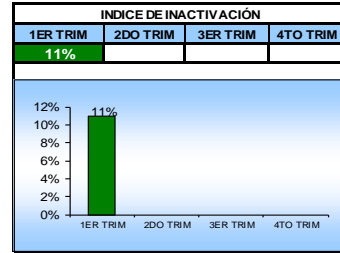
EFICIENCIA



OPERACIÓN

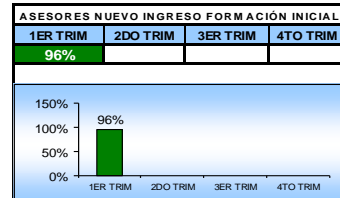
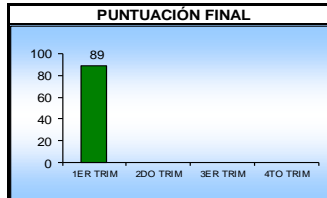


CALIDAD



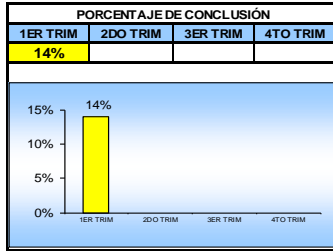
PUNTAJACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
89			

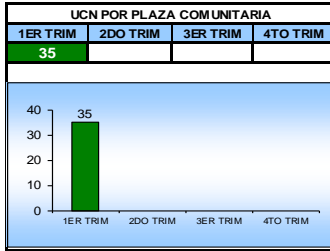


INDICADORES DE EVALUACIÓN 2013

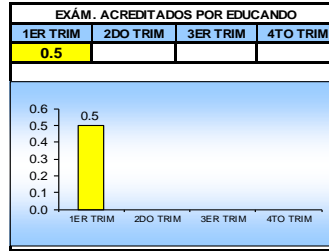
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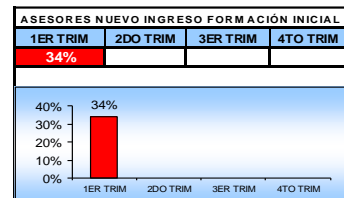
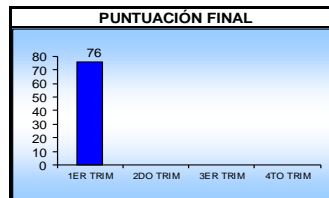
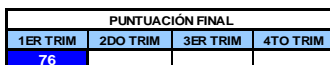
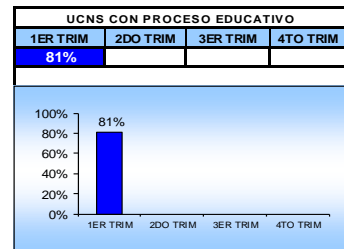
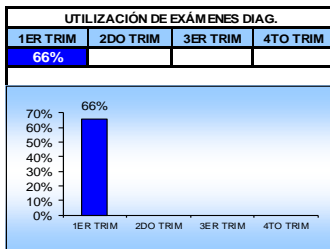
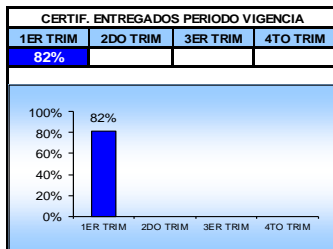
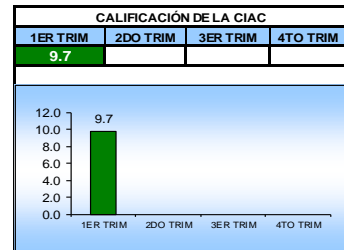
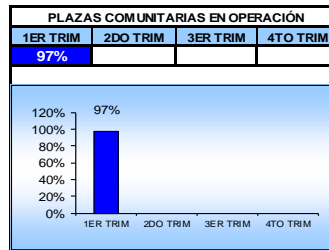
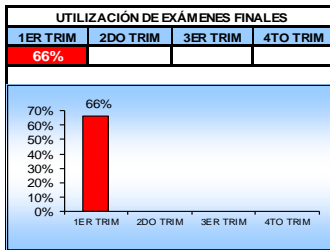
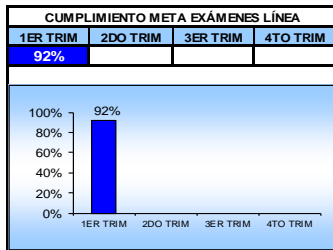
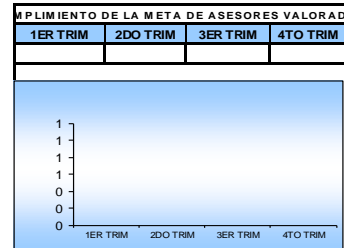
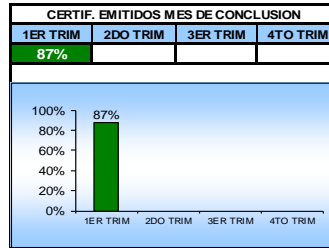
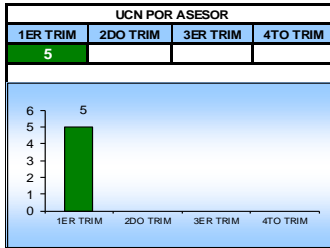
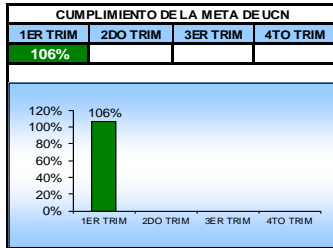
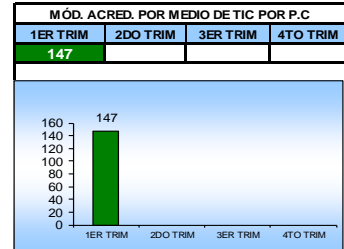
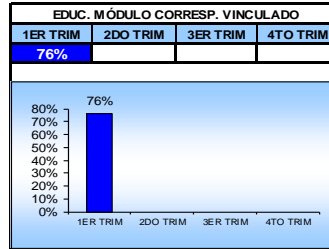
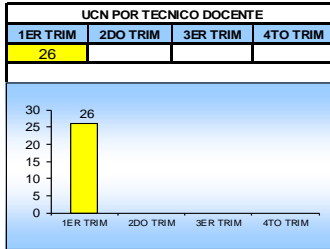
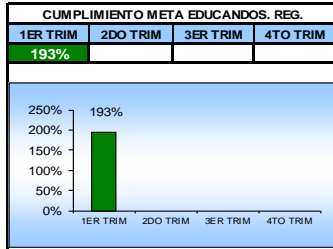
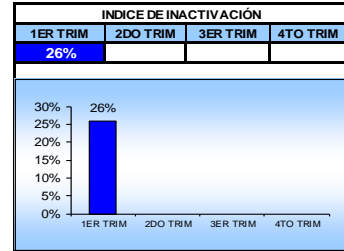
EFICIENCIA



OPERACIÓN

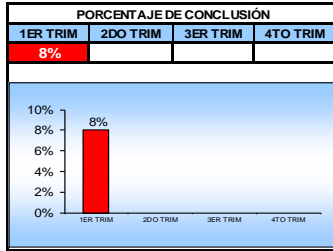


CALIDAD

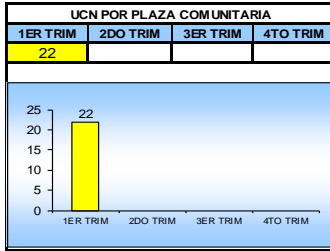


INDICADORES DE EVALUACIÓN 2013

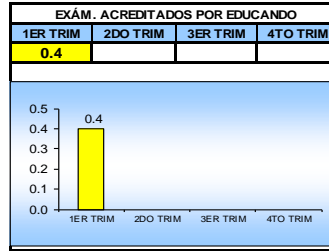
EFICACIA



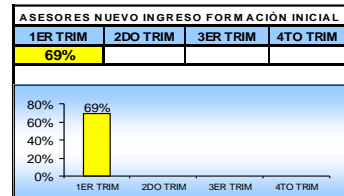
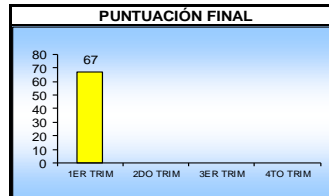
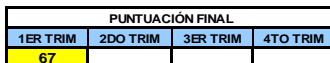
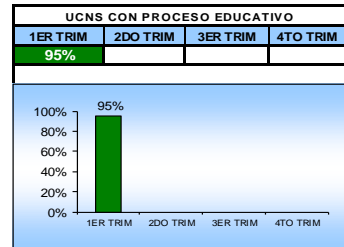
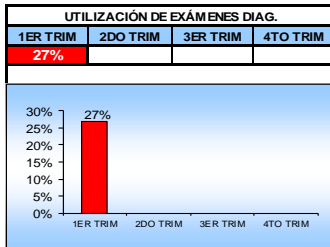
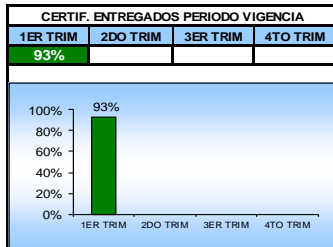
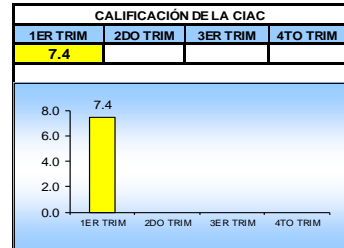
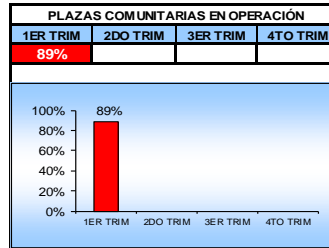
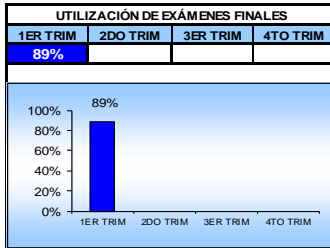
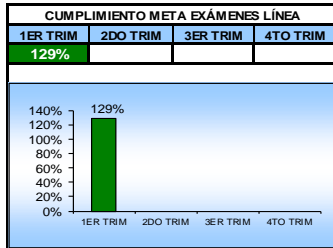
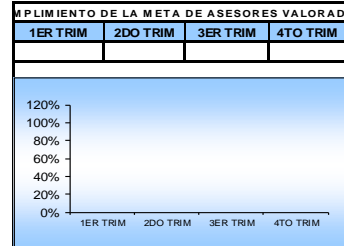
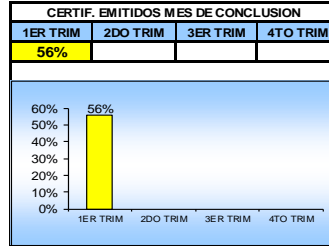
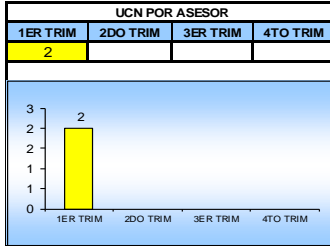
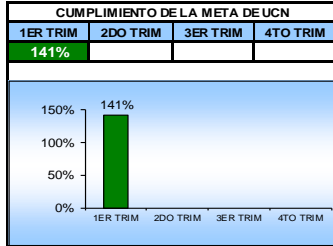
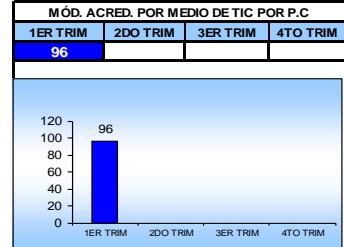
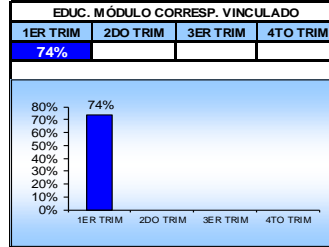
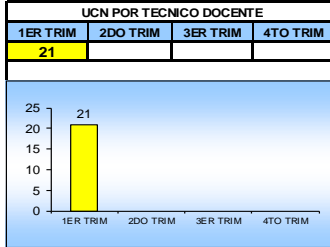
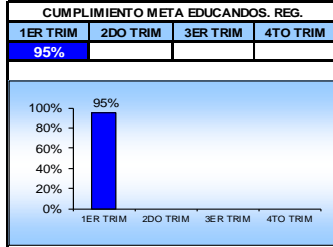
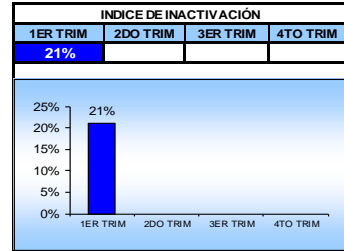
EFICIENCIA



OPERACIÓN

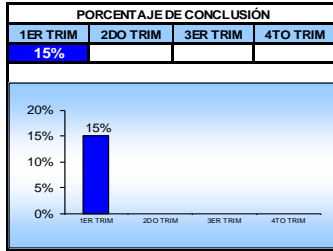


CALIDAD

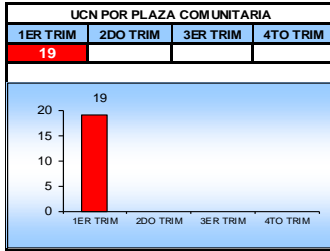


INDICADORES DE EVALUACIÓN 2013

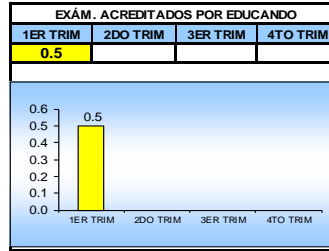
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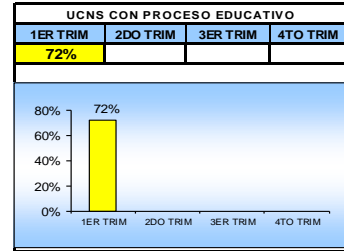
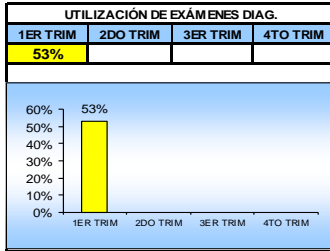
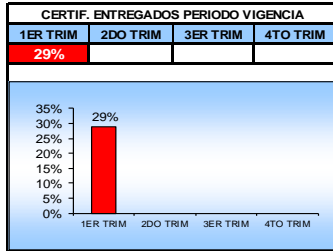
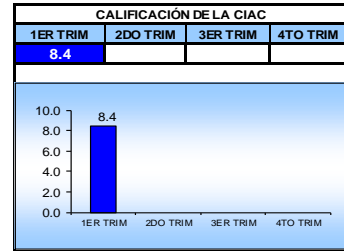
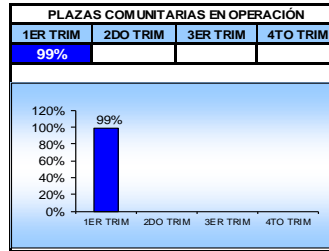
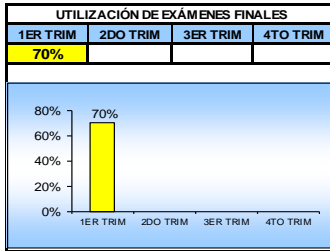
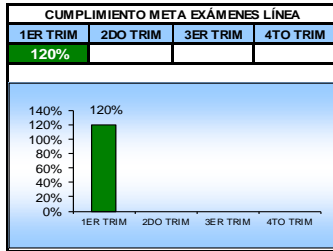
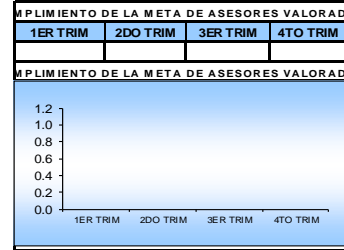
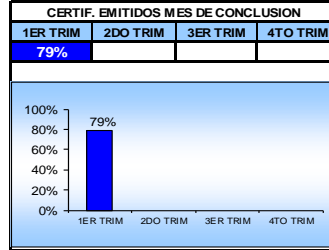
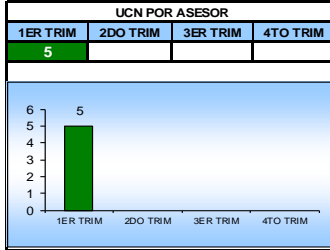
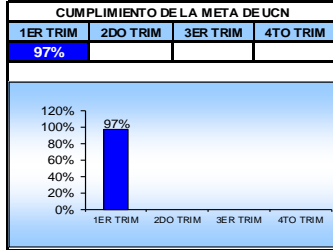
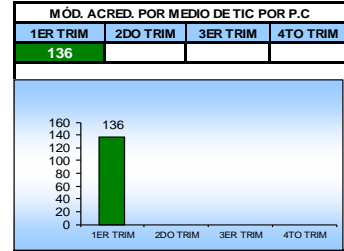
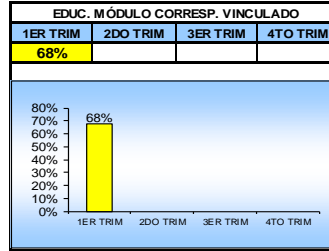
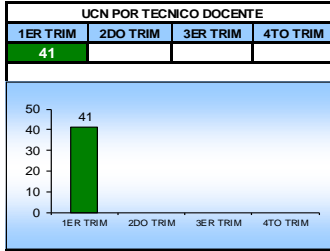
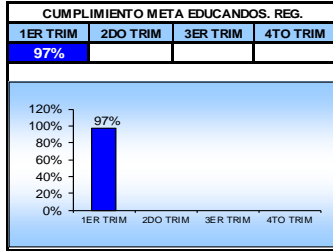
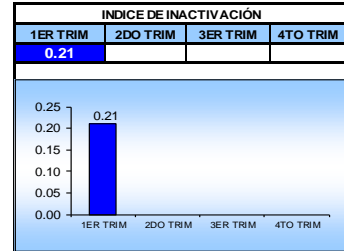
EFICIENCIA



OPERACIÓN

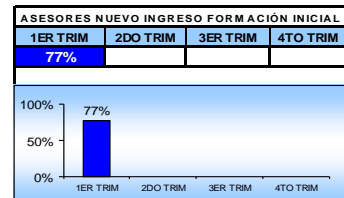
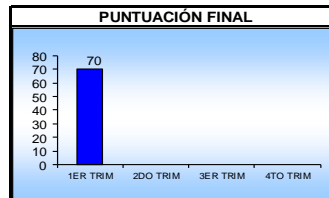


CALIDAD



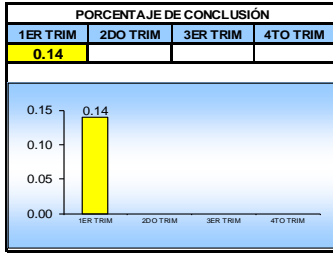
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
70			

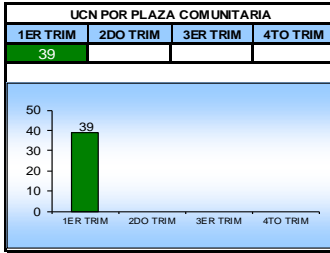


INDICADORES DE EVALUACIÓN 2013

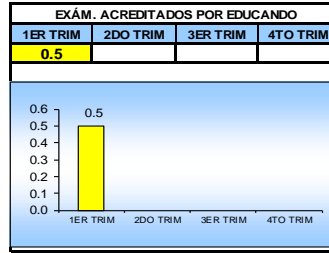
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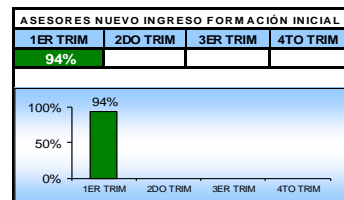
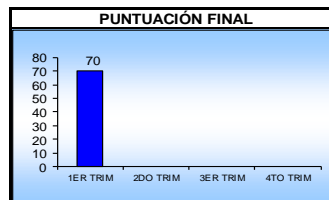
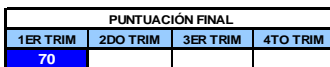
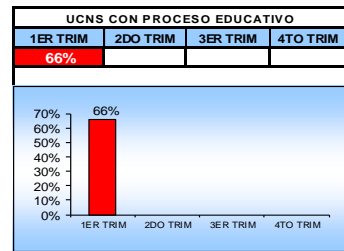
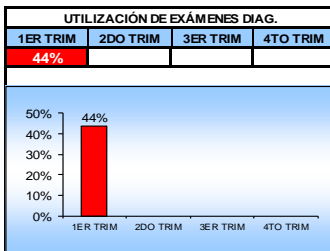
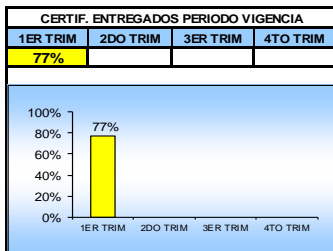
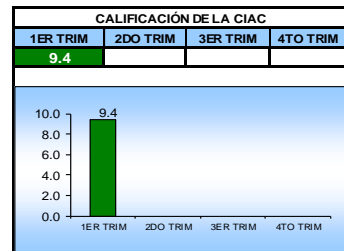
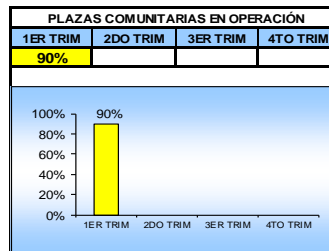
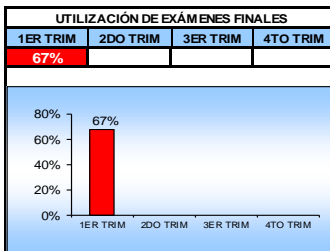
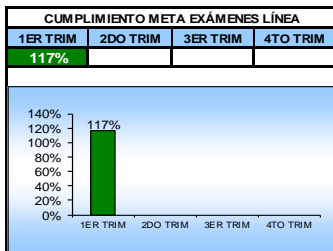
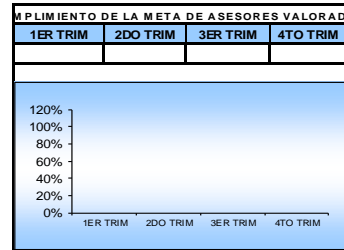
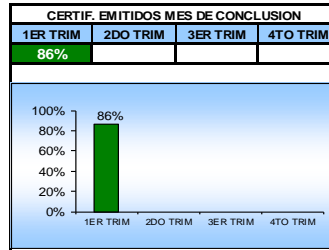
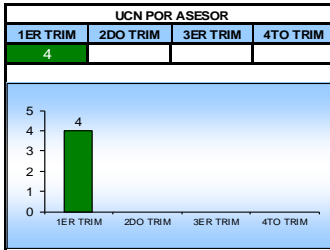
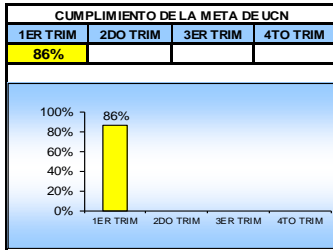
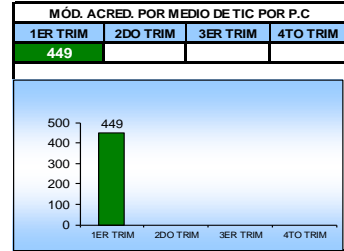
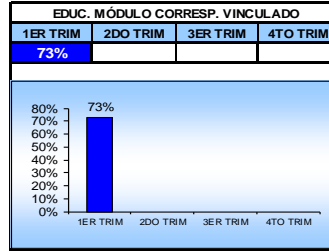
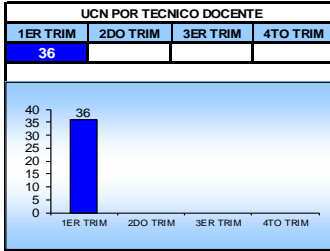
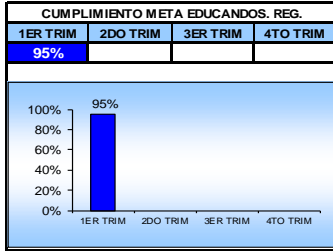
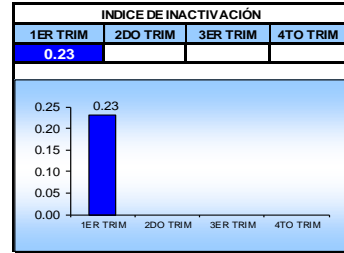
EFICIENCIA



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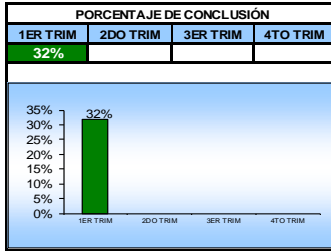


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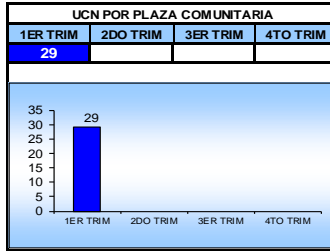


INDICADORES DE EVALUACIÓN 2013

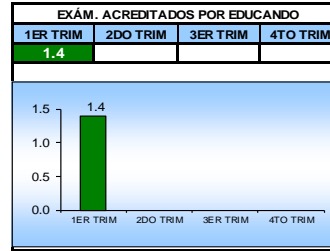
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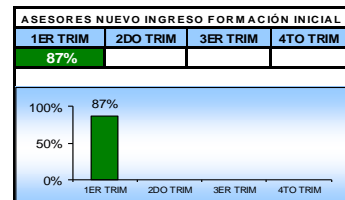
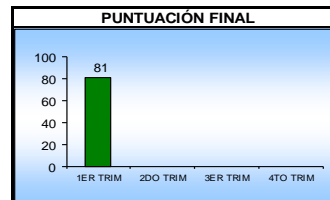
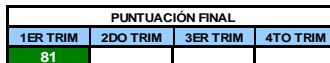
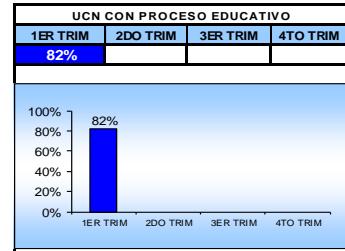
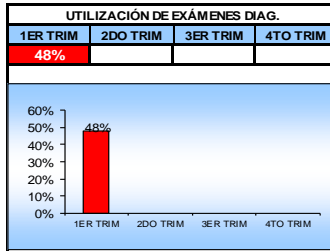
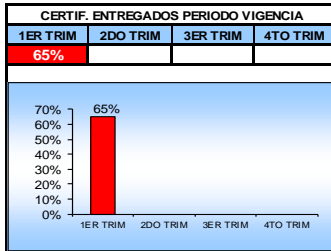
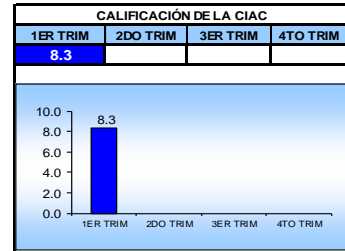
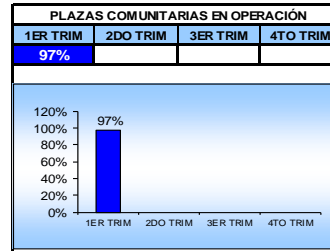
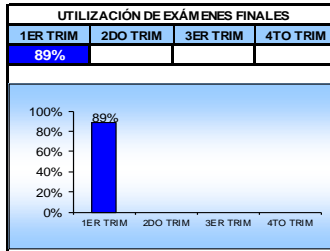
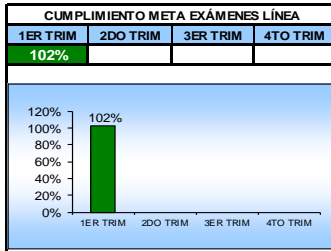
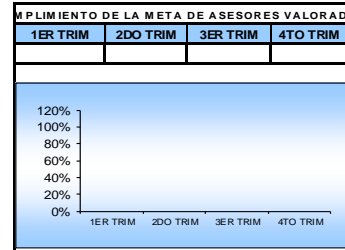
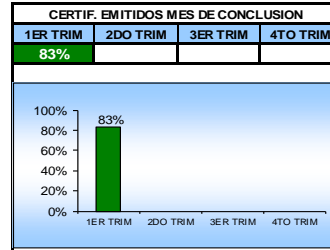
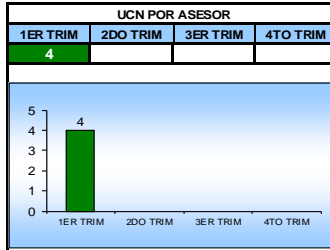
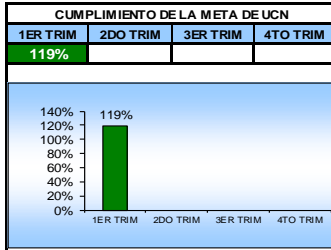
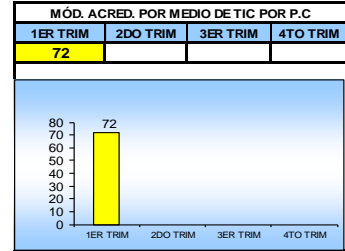
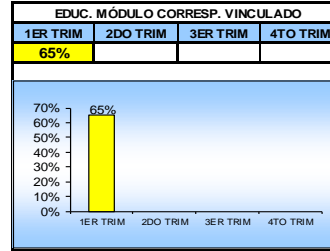
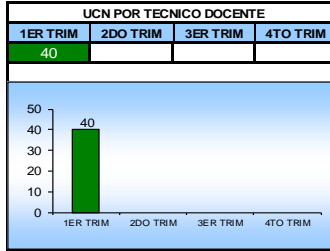
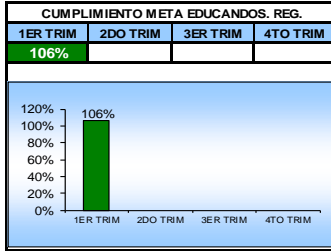
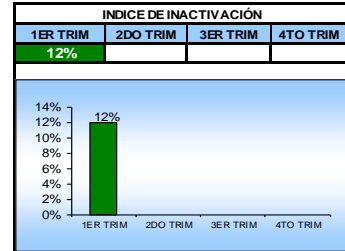
EFICIENCIA



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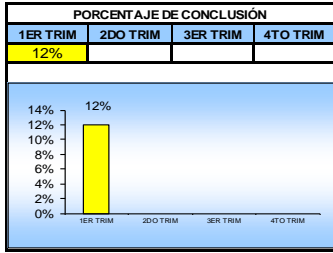


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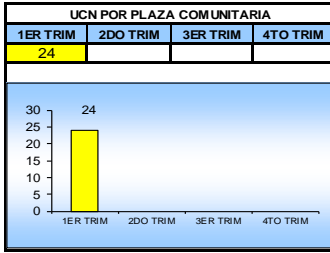


INDICADORES DE EVALUACIÓN 2013

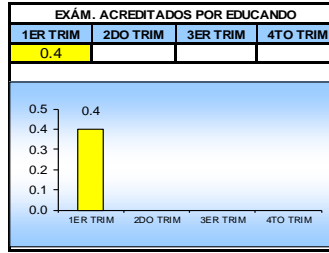
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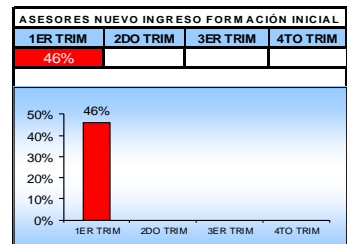
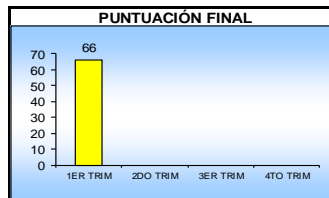
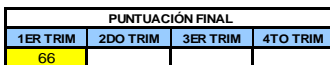
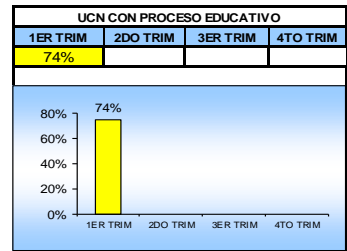
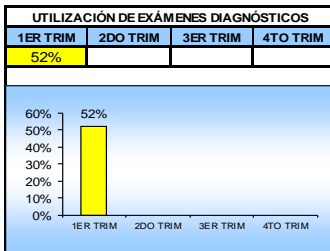
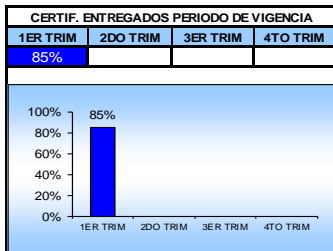
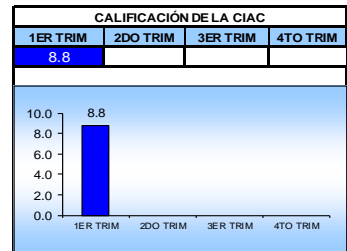
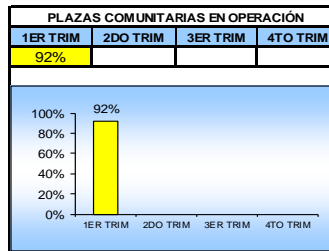
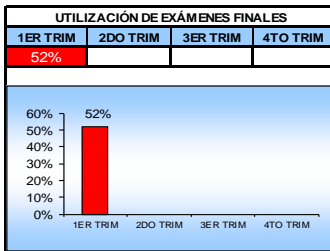
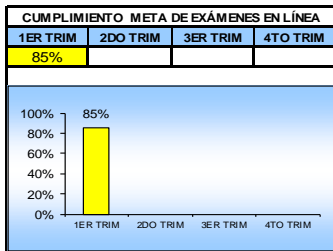
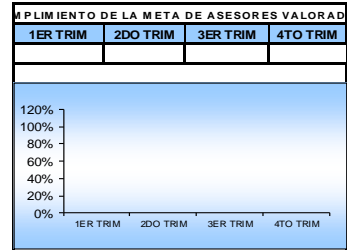
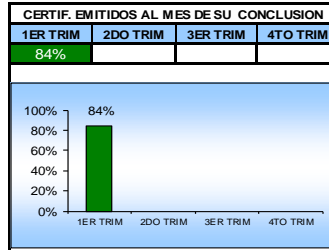
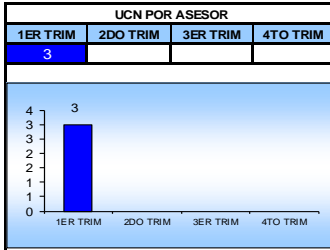
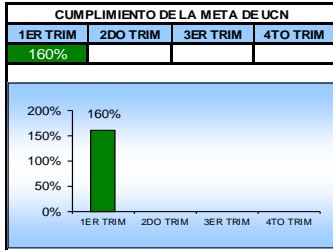
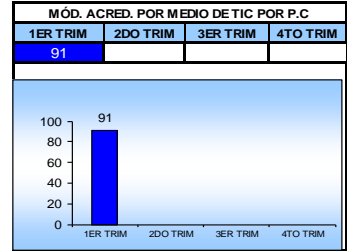
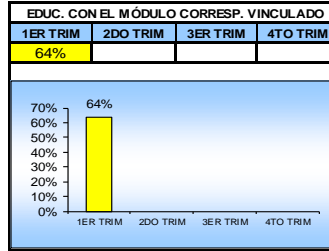
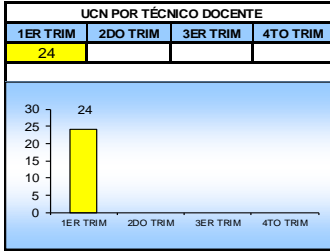
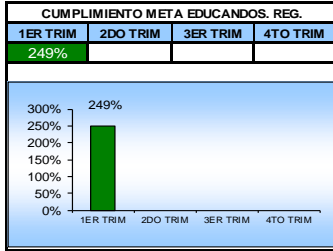
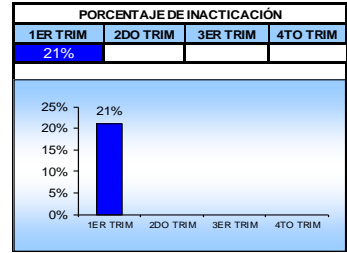
EFICIENCIA



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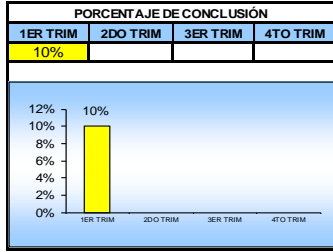


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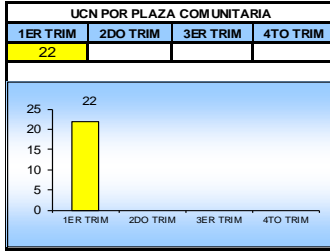


INDICADORES DE EVALUACIÓN 2013

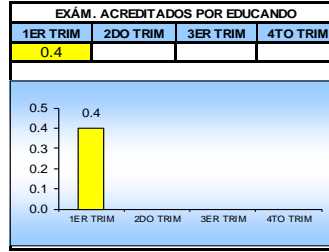
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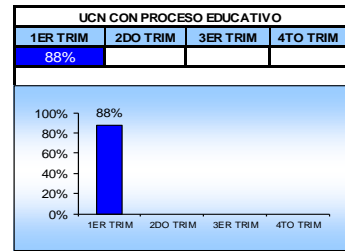
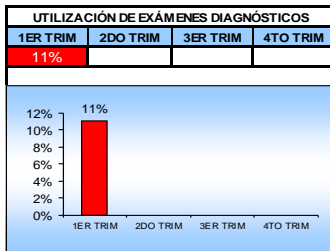
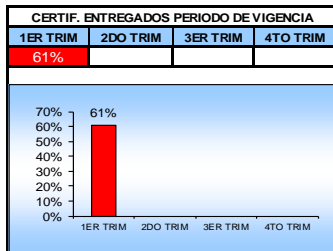
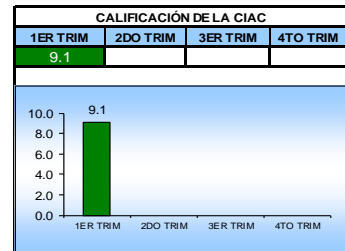
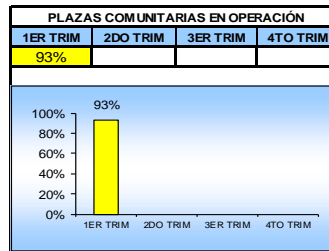
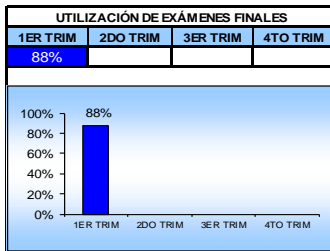
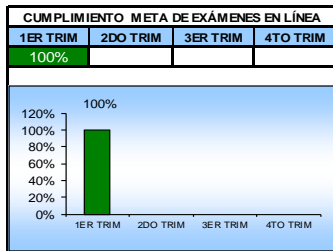
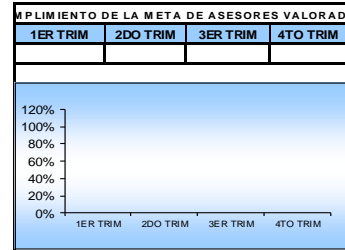
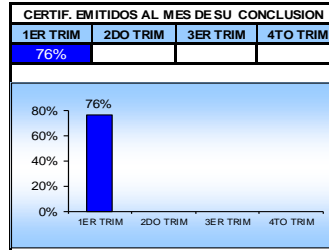
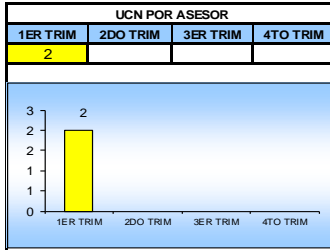
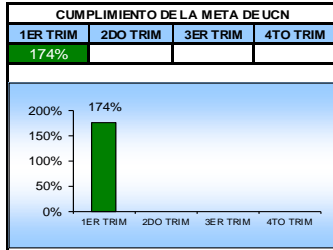
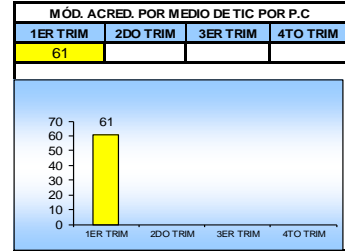
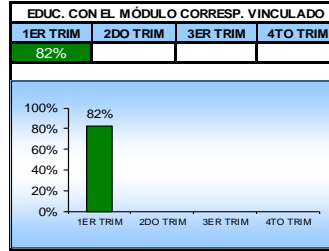
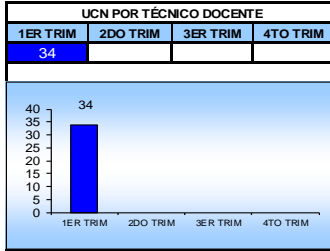
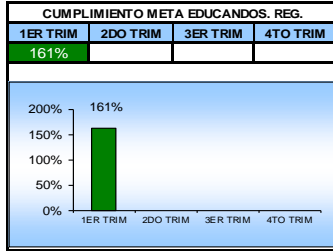
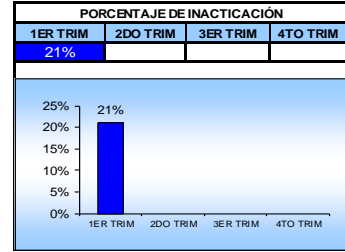
EFICIENCIA



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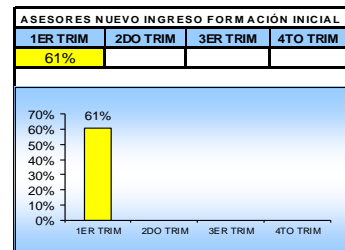
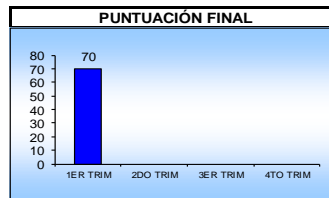


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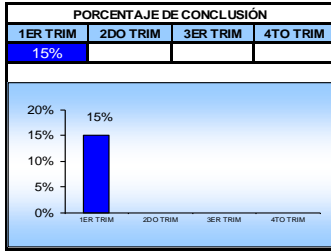
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1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
70			

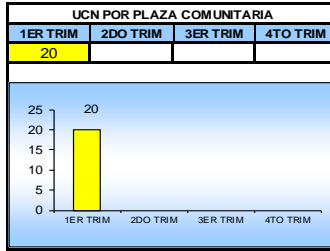


INDICADORES DE EVALUACIÓN 2013

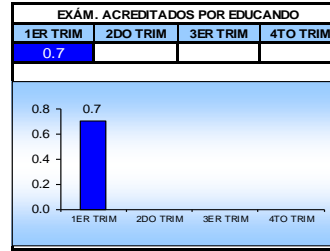
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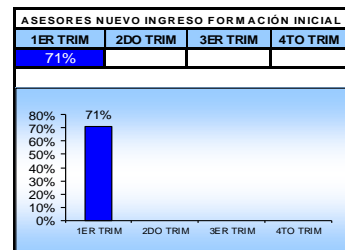
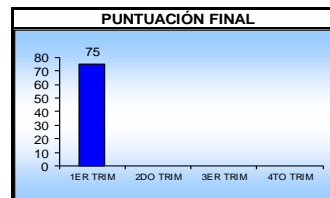
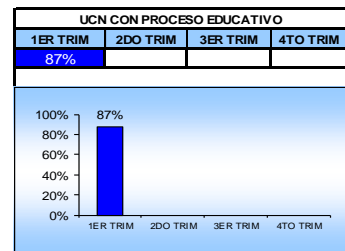
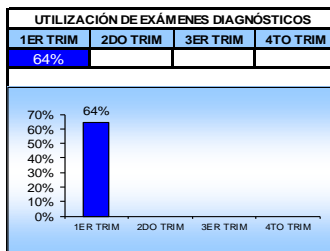
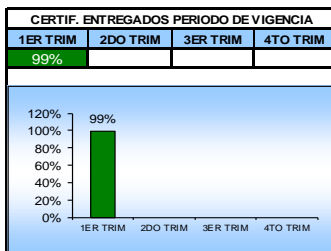
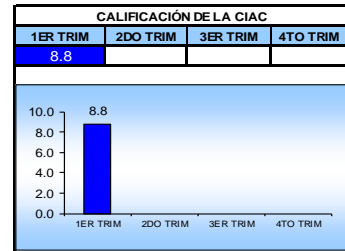
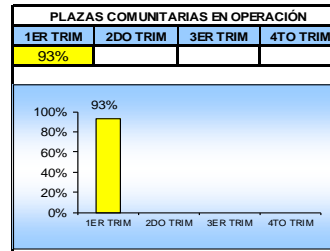
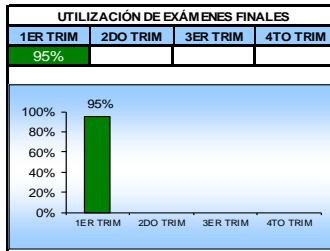
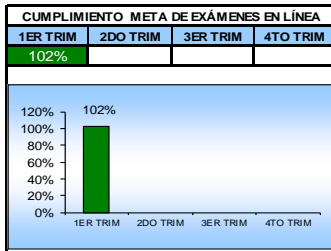
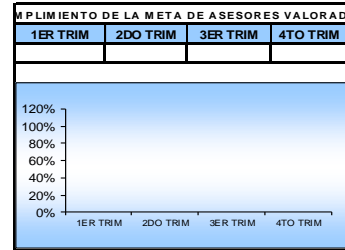
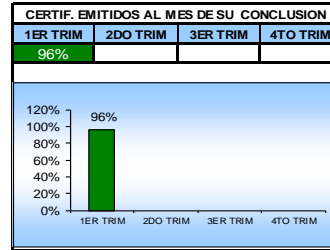
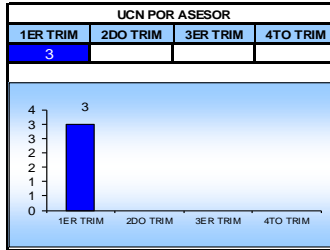
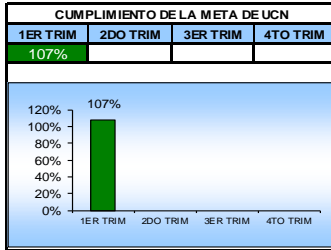
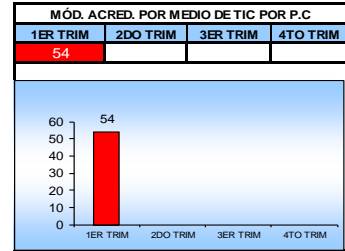
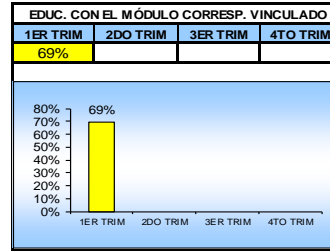
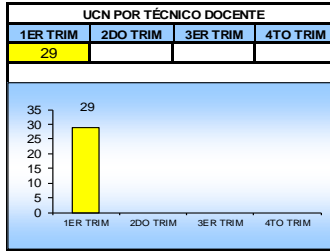
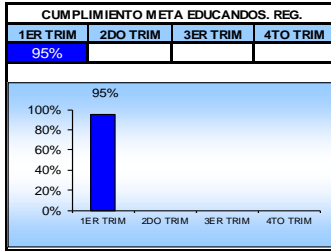
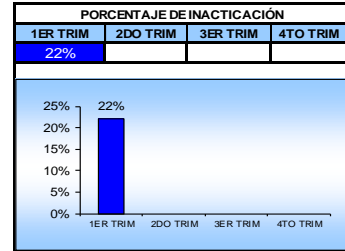
EFICIENCIA



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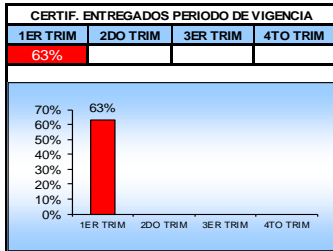
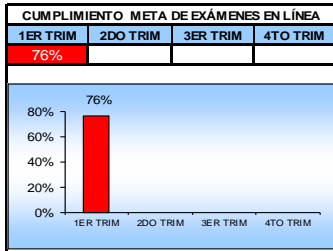
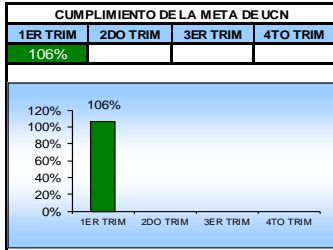
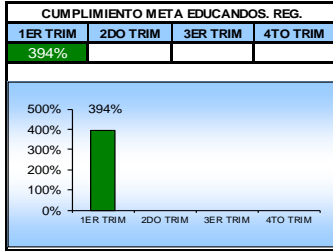
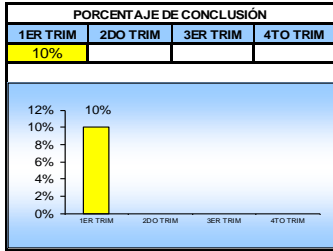


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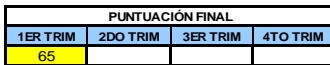
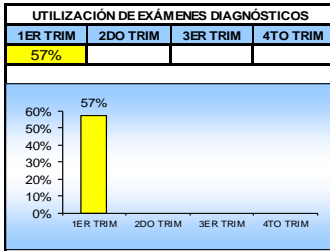
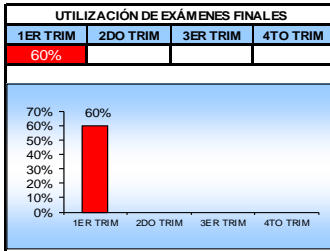
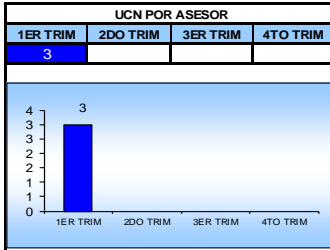
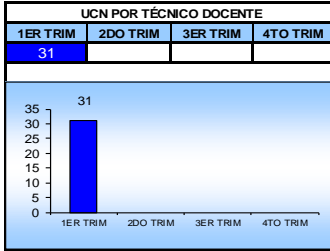
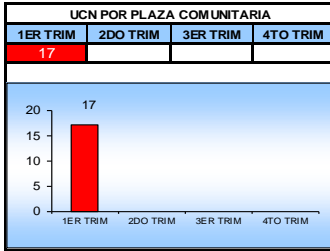


INDICADORES DE EVALUACIÓN 2013

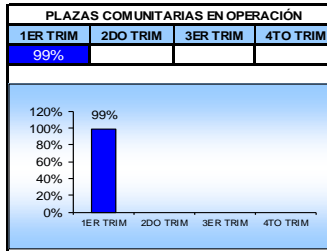
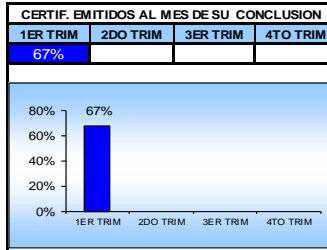
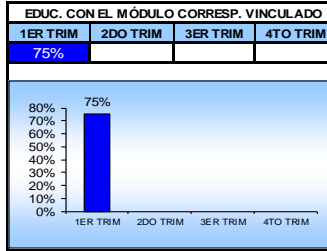
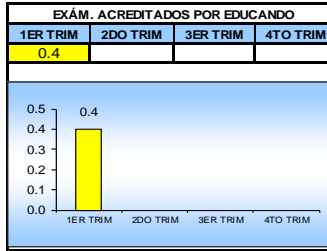
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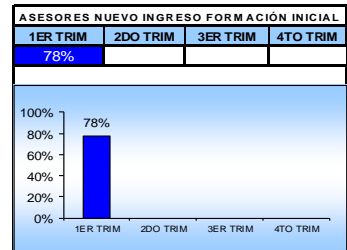
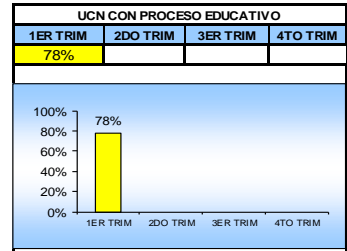
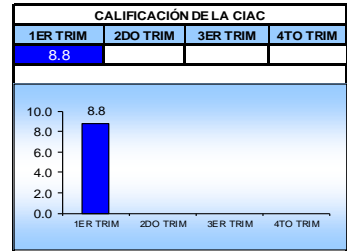
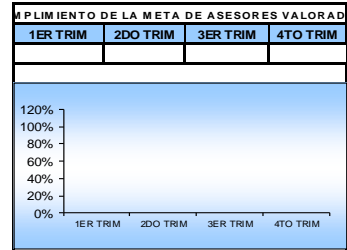
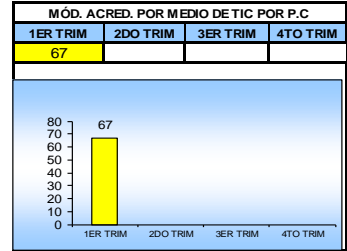
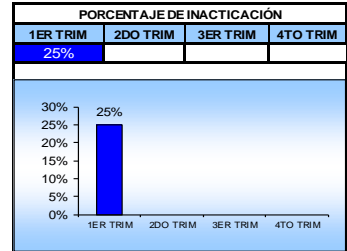
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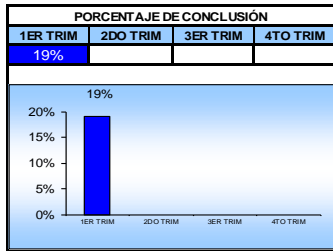


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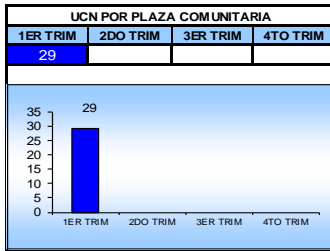


INDICADORES DE EVALUACIÓN 2013

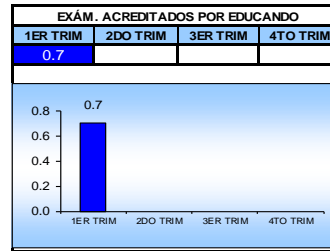
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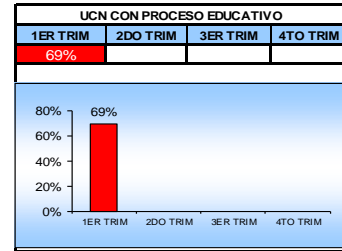
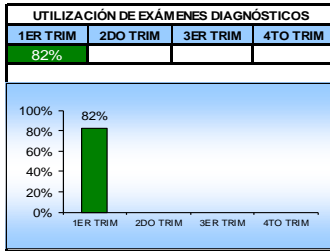
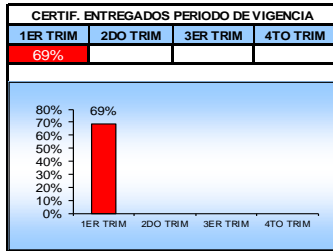
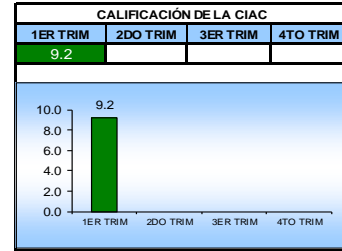
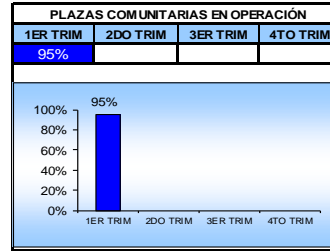
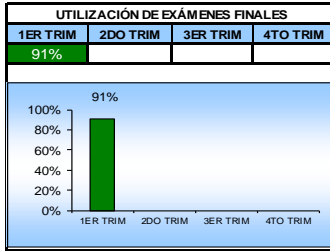
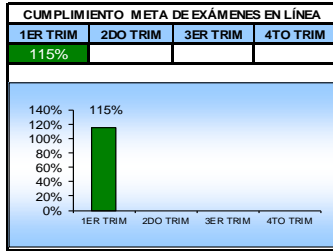
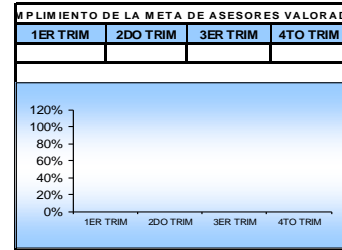
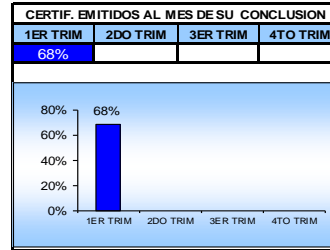
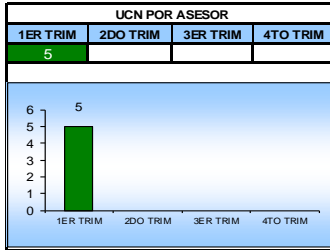
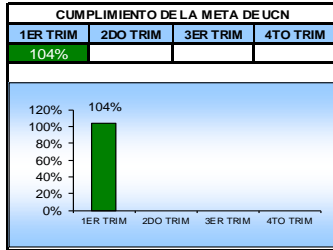
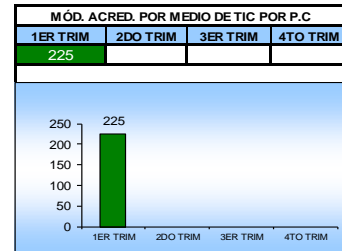
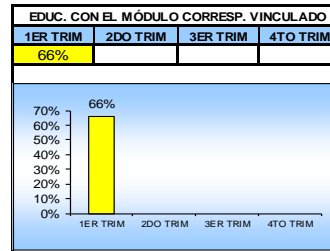
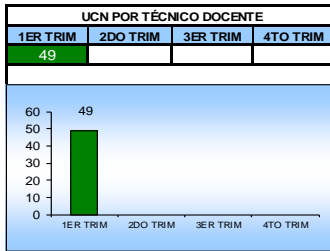
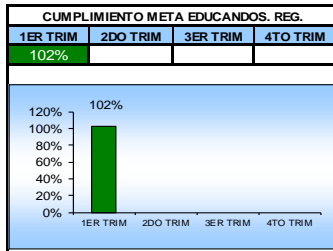
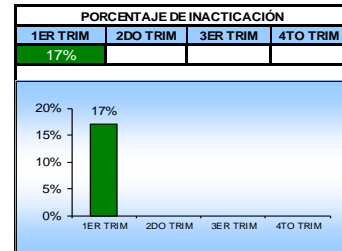
EFICIENCIA



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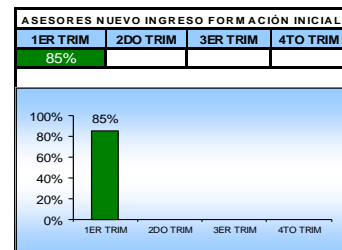
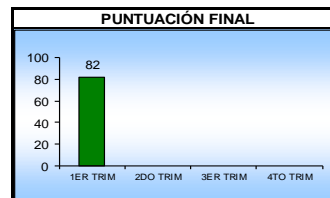


CALIDAD



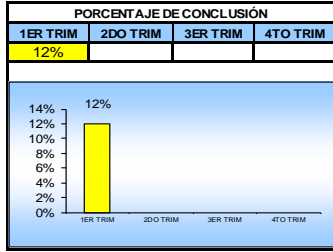
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82			

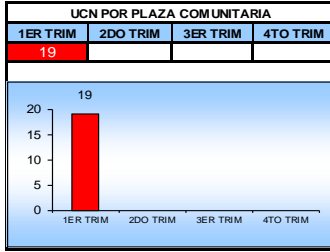


INDICADORES DE EVALUACIÓN 2013

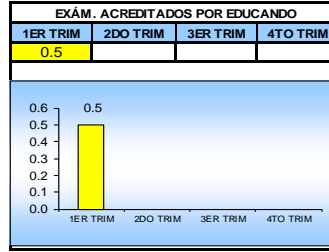
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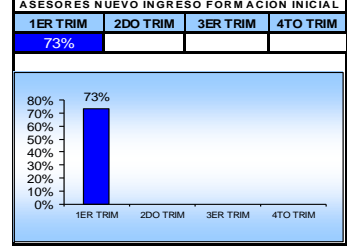
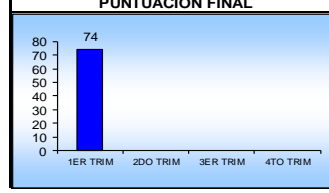
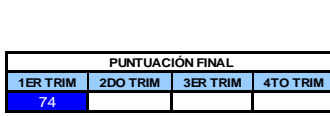
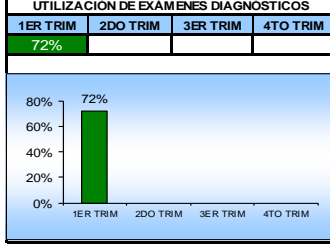
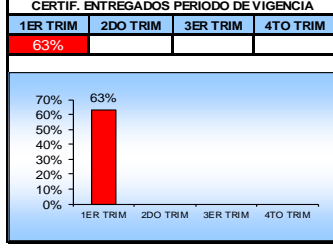
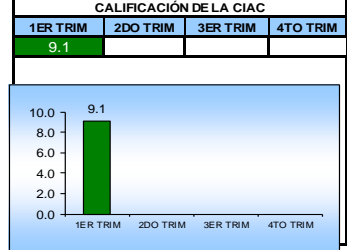
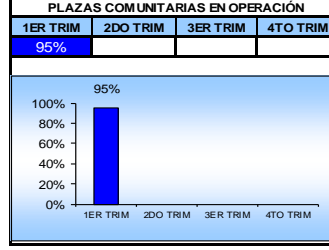
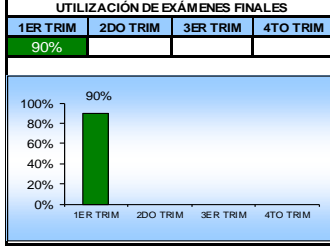
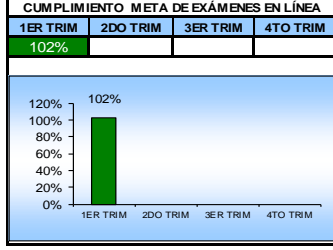
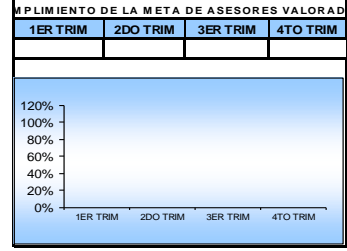
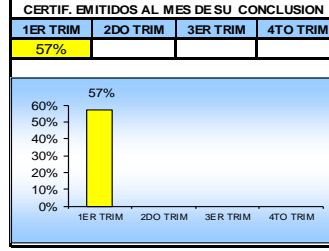
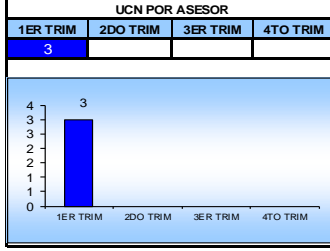
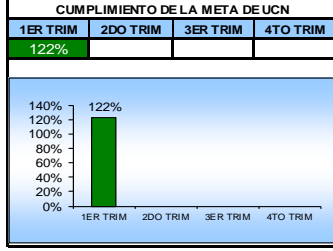
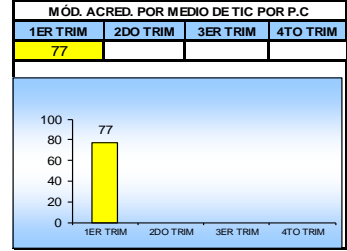
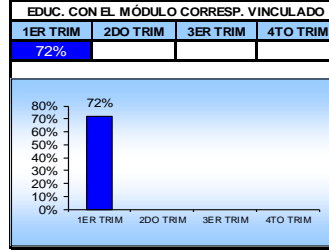
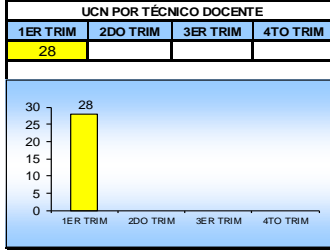
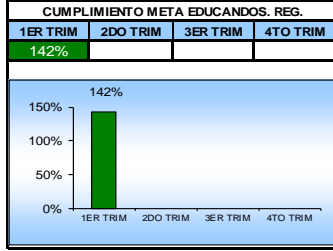
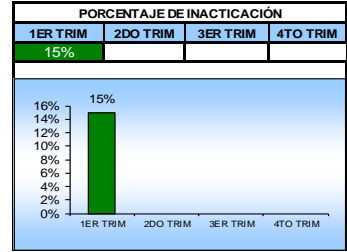
EFICIENCIA



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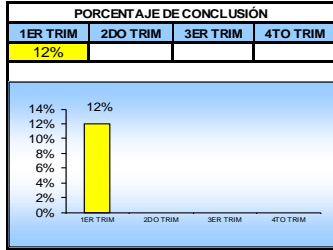


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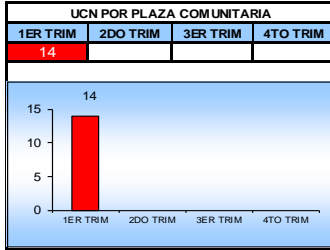


INDICADORES DE EVALUACIÓN 2013

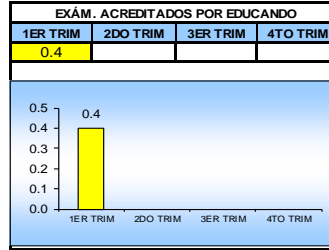
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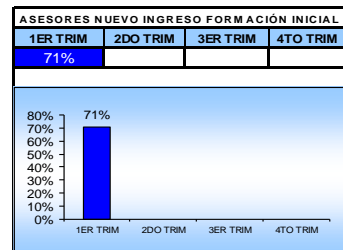
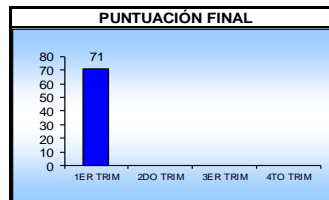
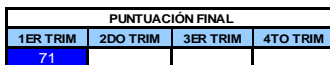
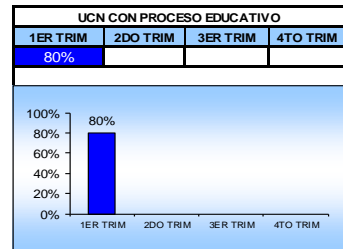
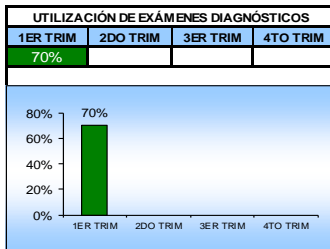
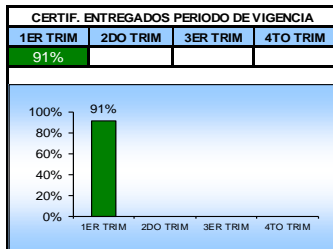
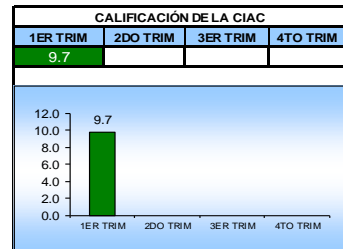
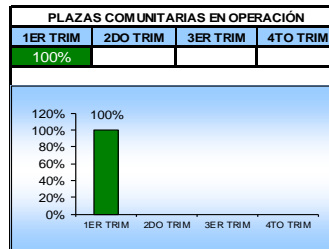
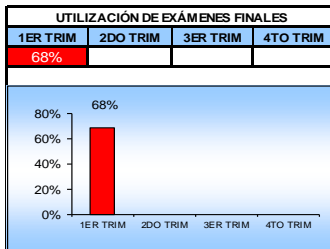
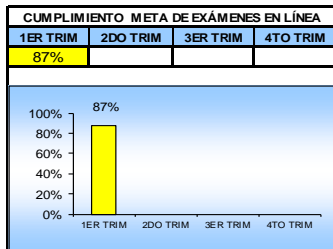
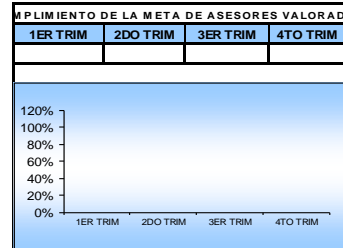
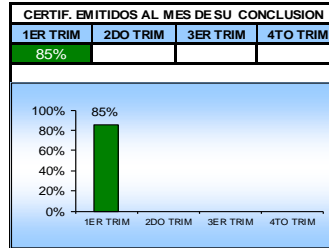
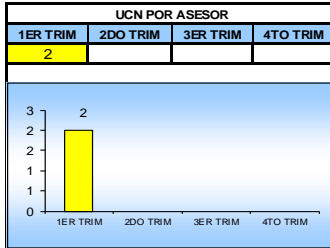
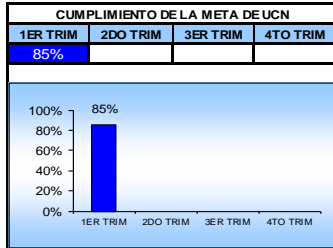
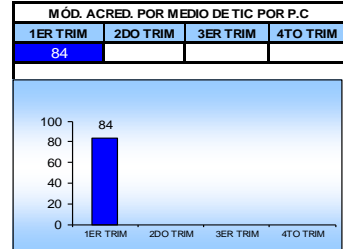
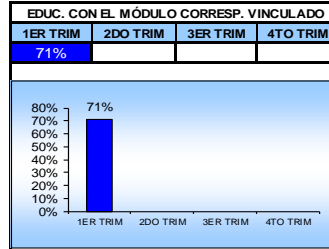
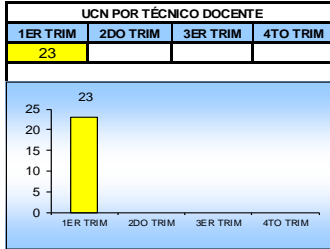
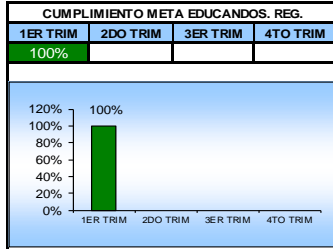
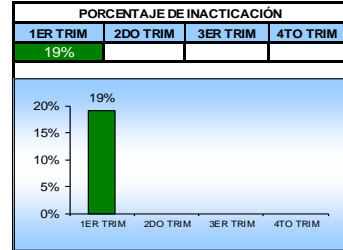
EFICIENCIA



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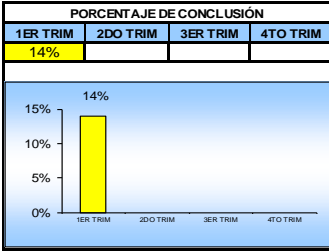


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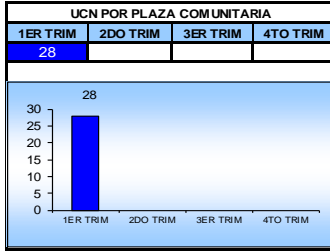


INDICADORES DE EVALUACIÓN 2013

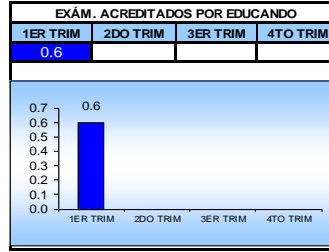
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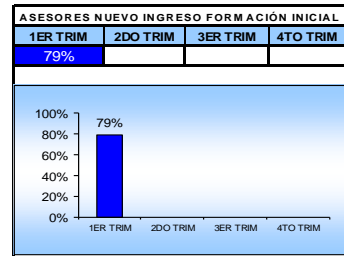
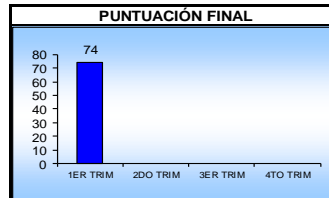
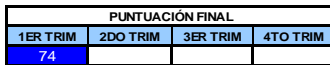
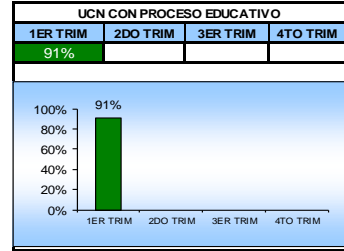
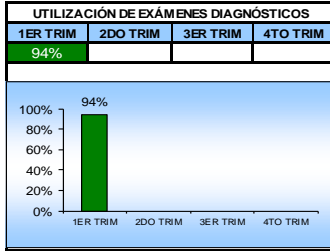
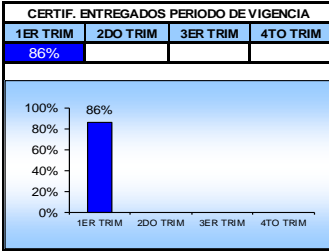
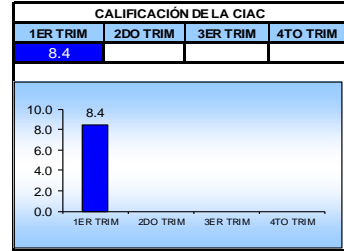
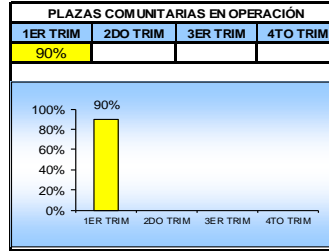
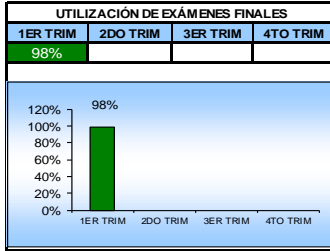
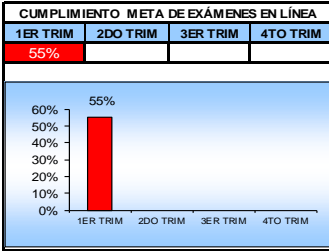
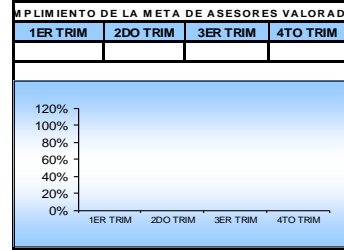
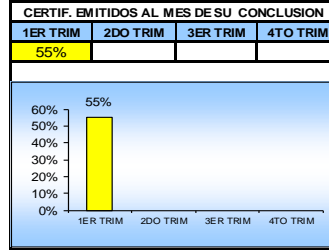
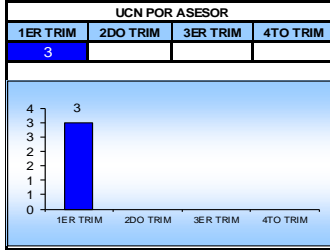
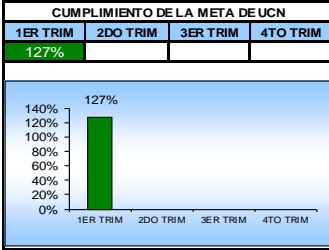
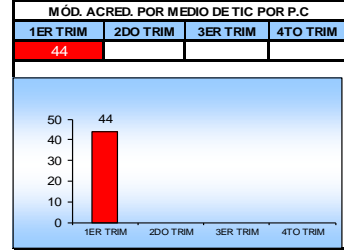
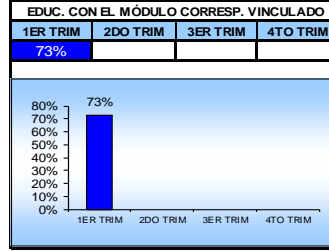
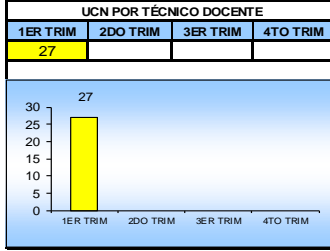
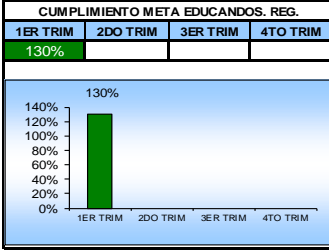
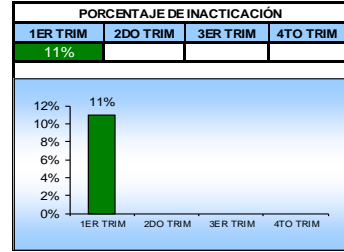
EFICIENCIA



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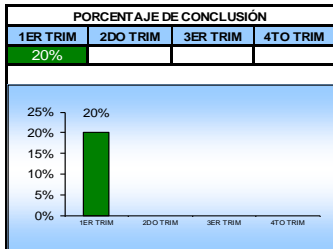


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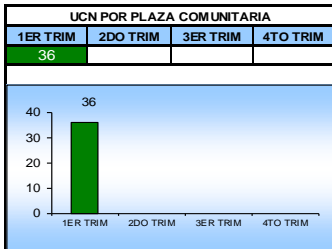


INDICADORES DE EVALUACIÓN 2013

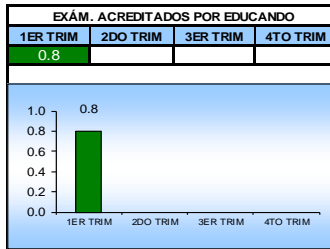
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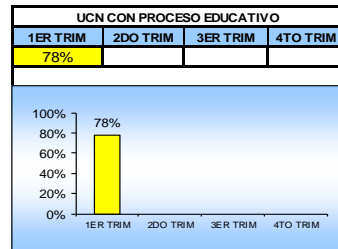
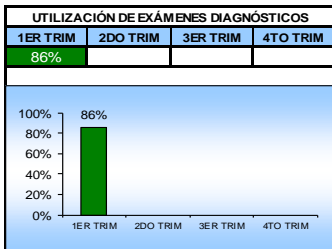
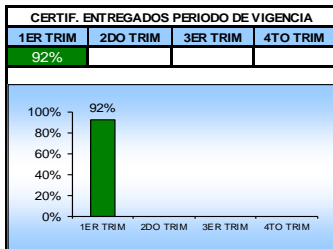
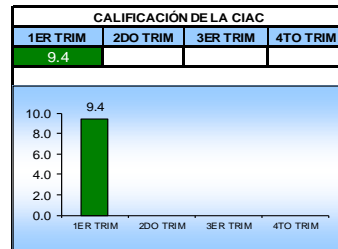
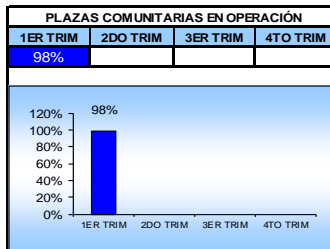
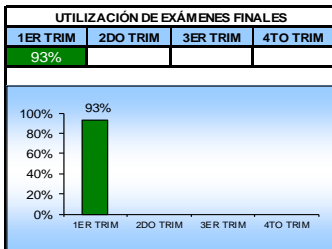
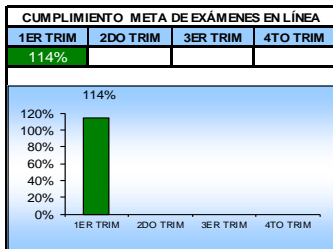
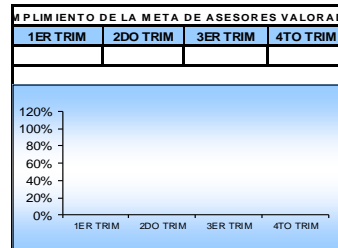
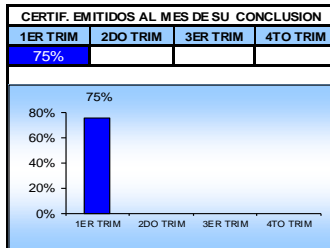
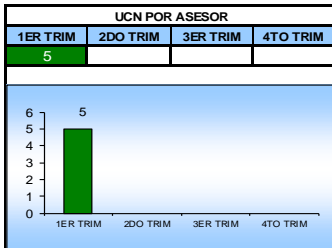
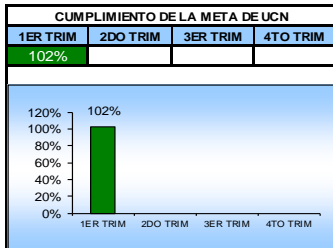
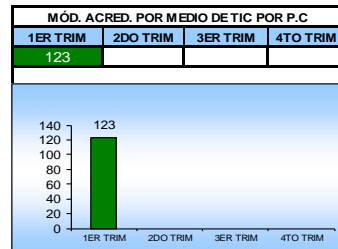
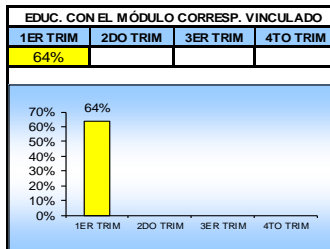
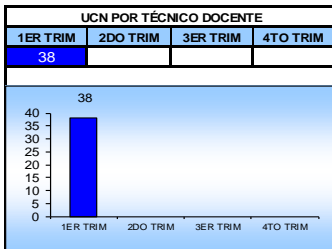
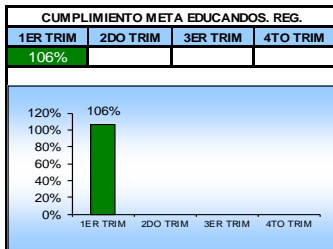
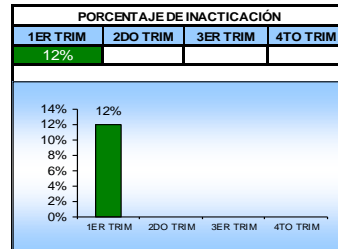
EFICIENCIA



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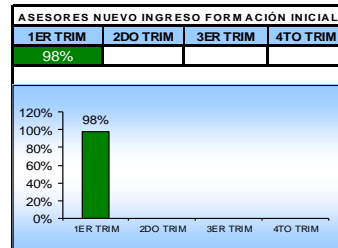
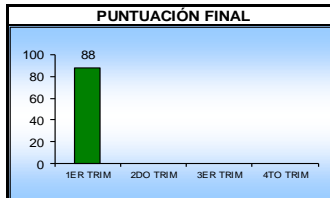


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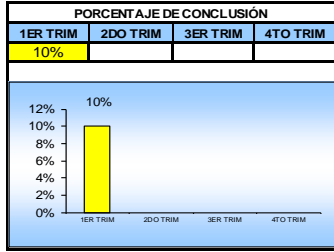
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88			

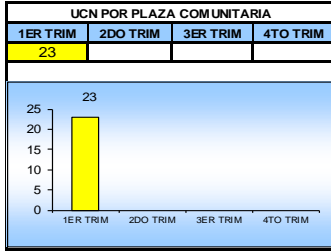


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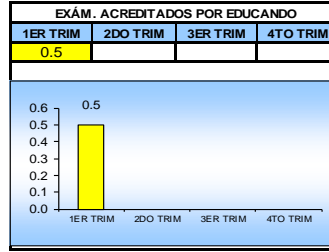
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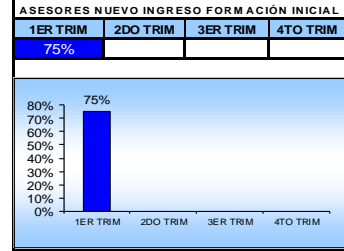
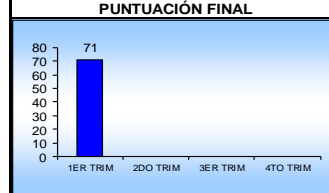
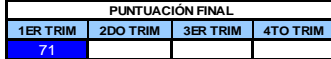
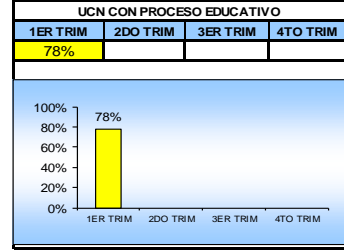
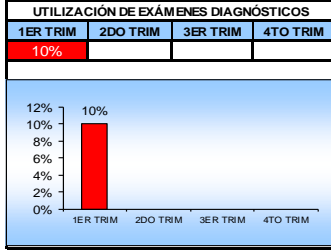
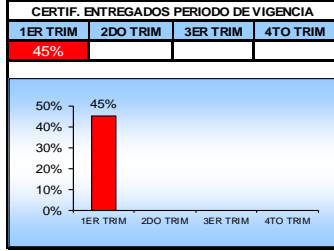
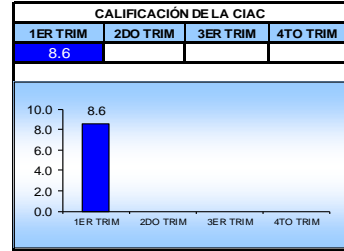
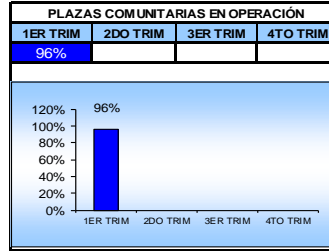
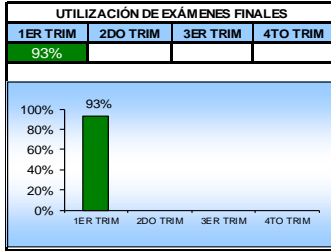
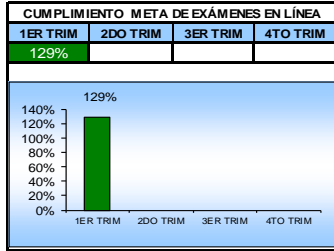
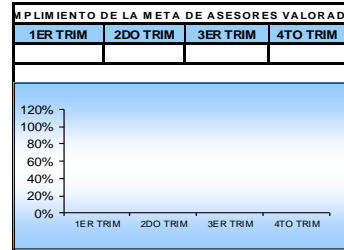
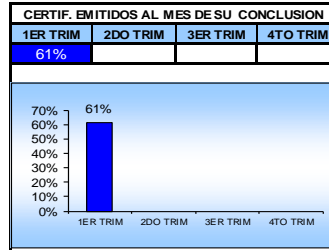
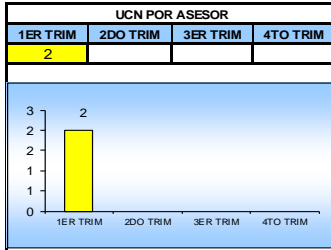
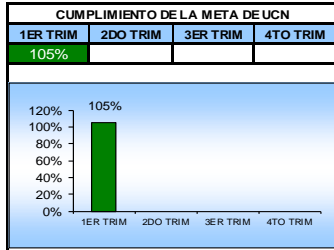
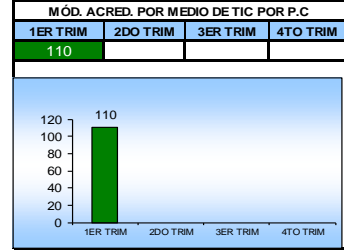
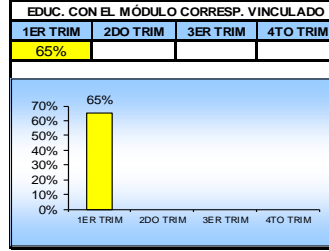
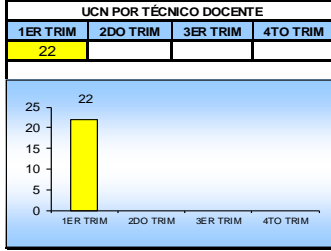
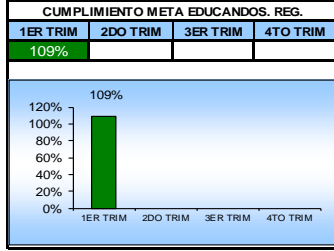
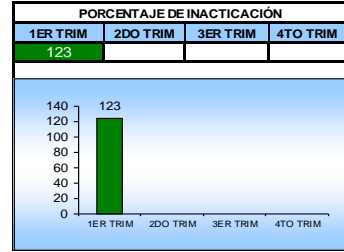
EFICIENCIA



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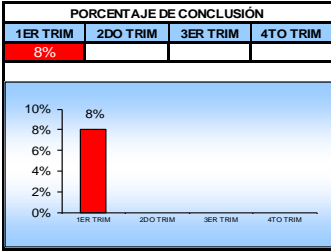


CALIDAD

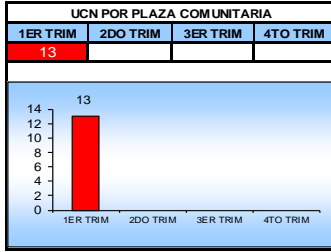


INDICADORES DE EVALUACIÓN 2013

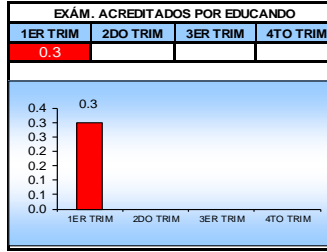
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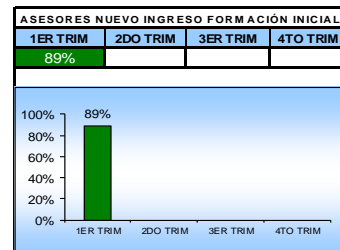
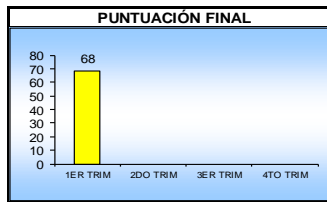
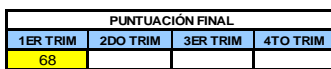
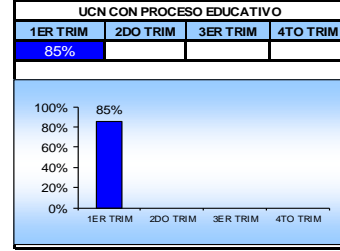
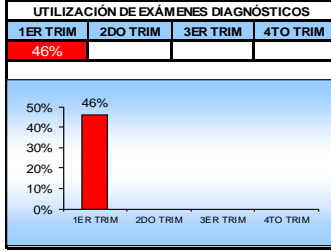
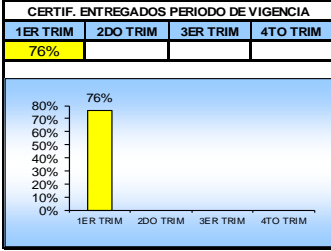
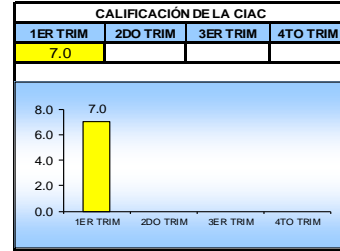
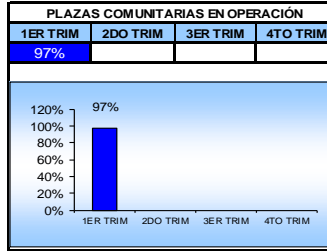
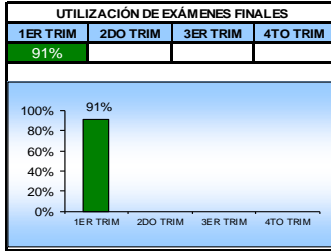
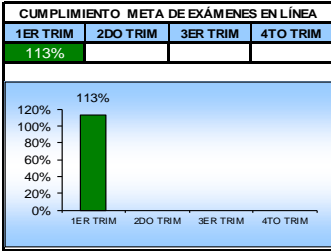
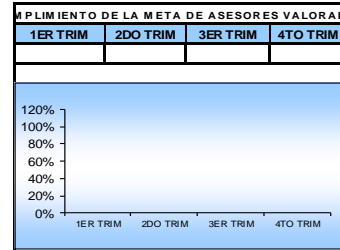
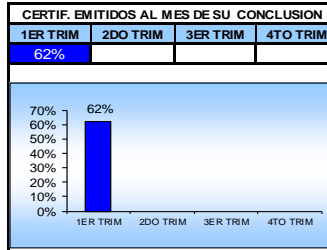
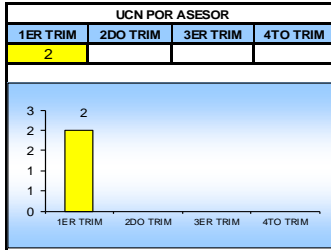
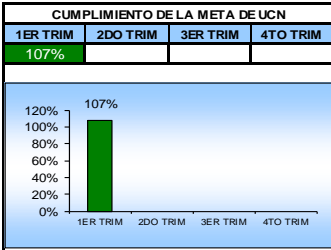
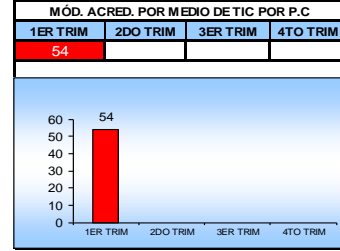
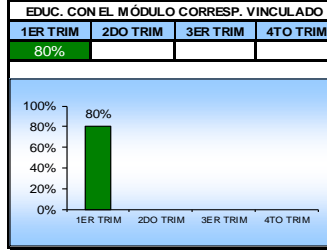
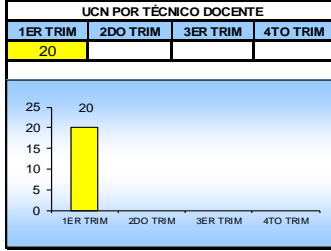
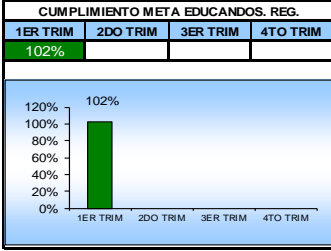
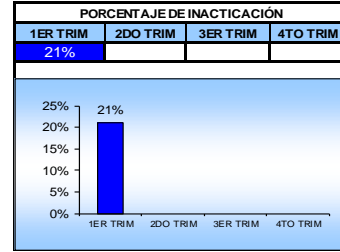
EFICIENCIA



OPERACIÓN

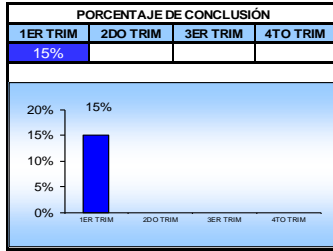


CALIDAD

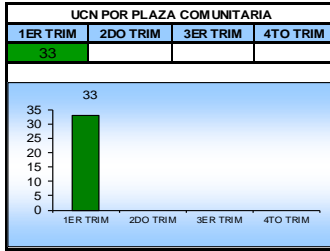


INDICADORES DE EVALUACIÓN 2013

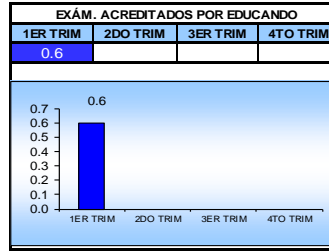
EFICACIA



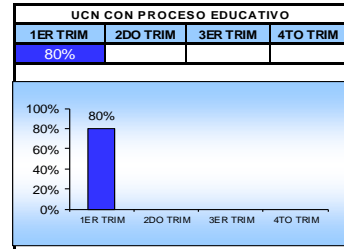
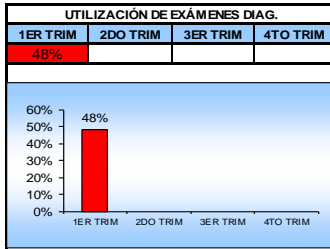
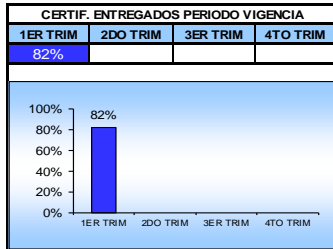
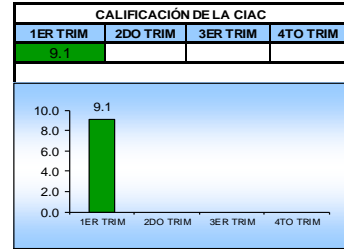
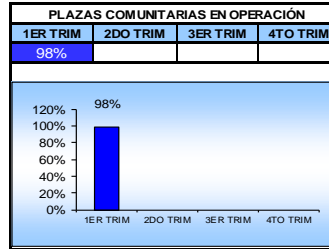
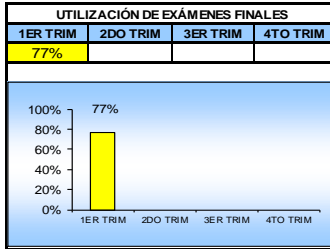
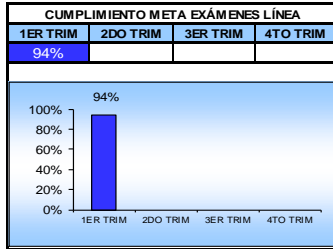
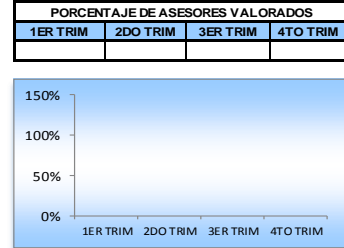
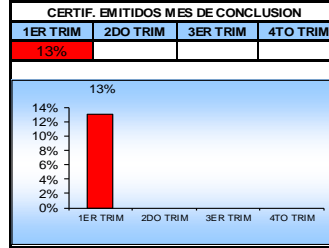
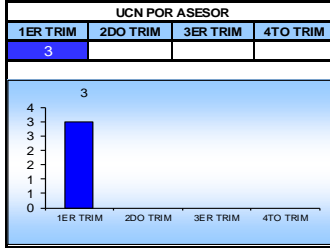
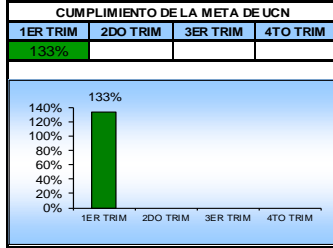
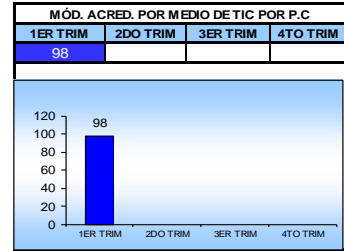
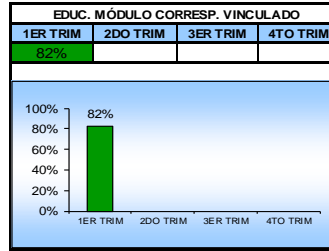
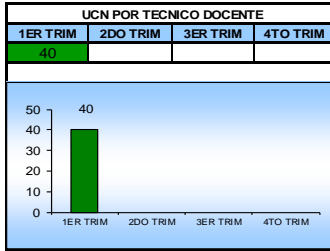
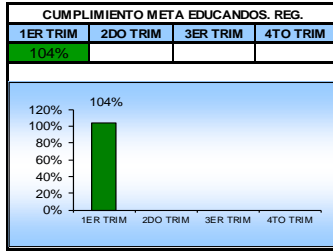
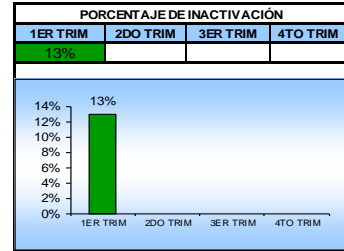
EFICIENCIA



OPERACIÓN

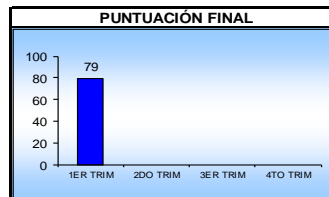


CALIDAD



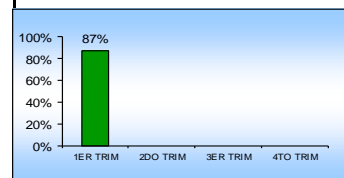
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
79			



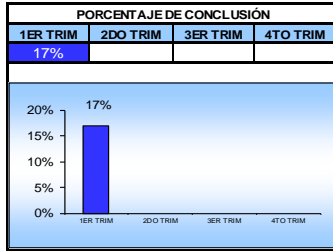
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
87%			

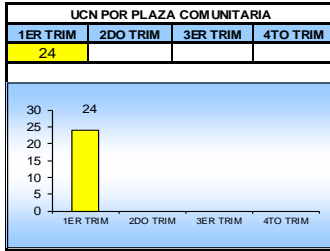


INDICADORES DE EVALUACIÓN 2013

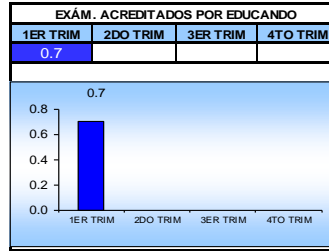
EFICACIA



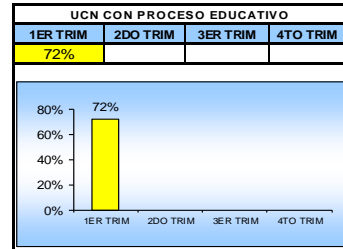
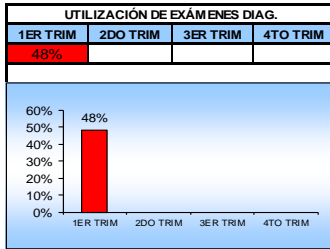
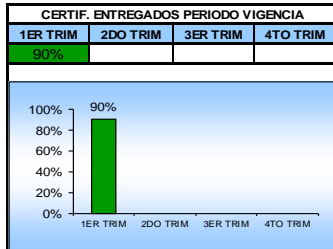
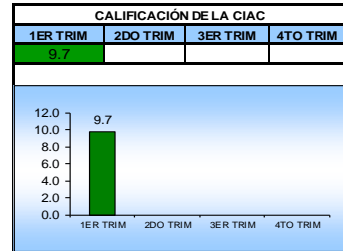
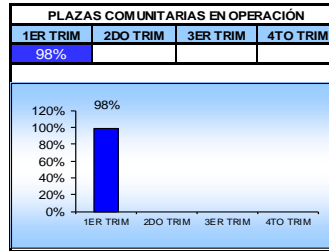
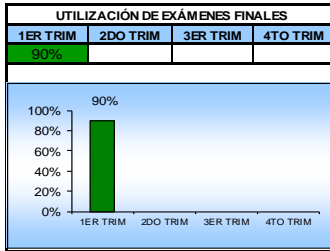
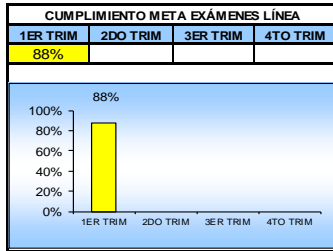
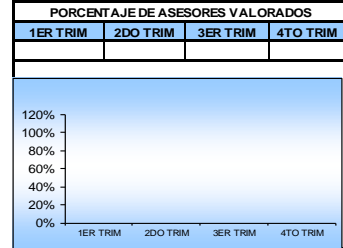
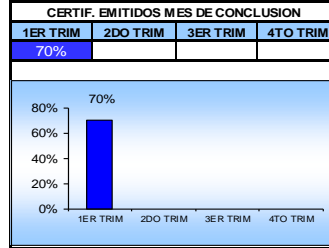
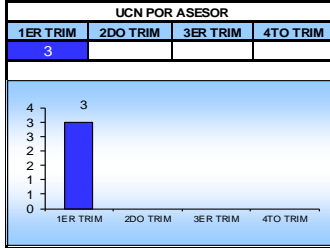
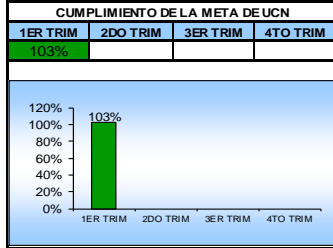
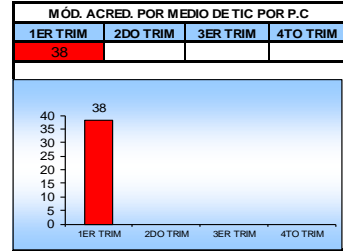
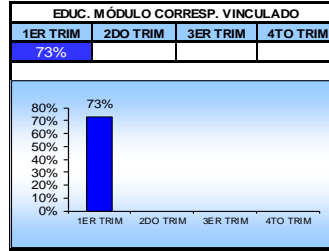
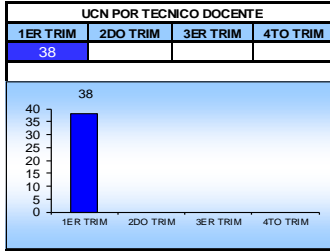
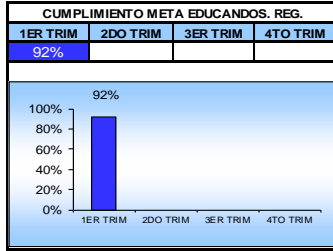
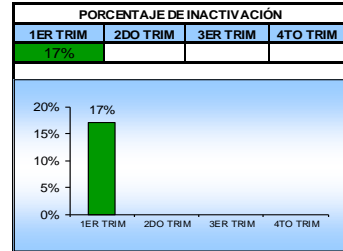
EFICIENCIA



OPERACIÓN

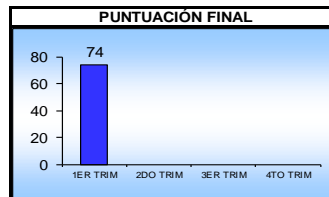


CALIDAD



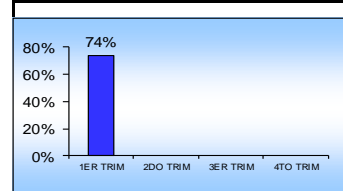
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
74			



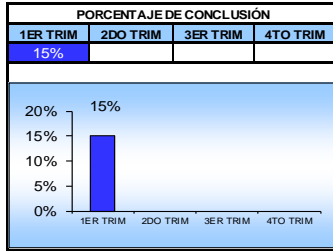
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
74%			

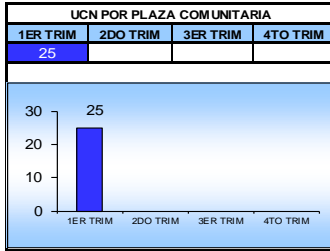


INDICADORES DE EVALUACIÓN 2013

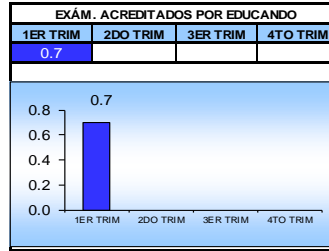
EFICACIA



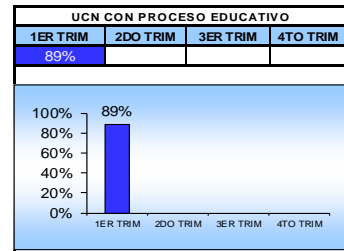
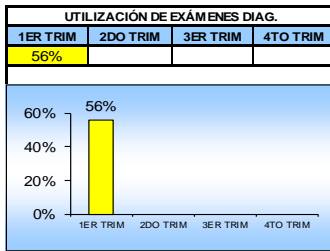
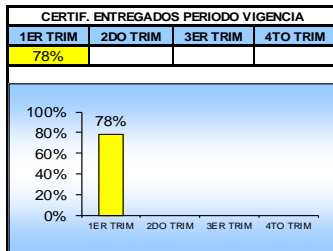
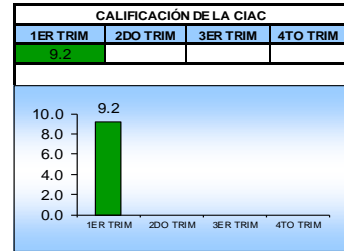
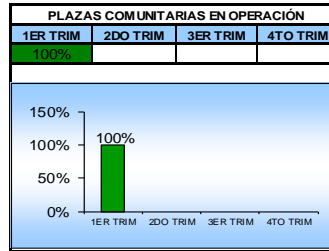
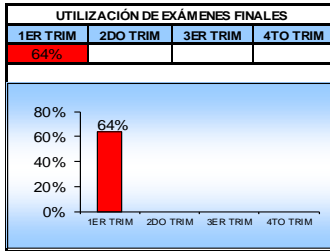
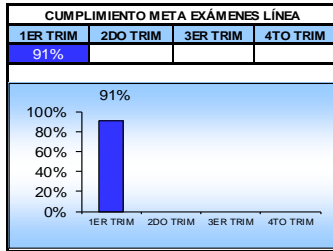
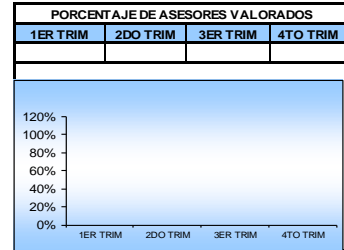
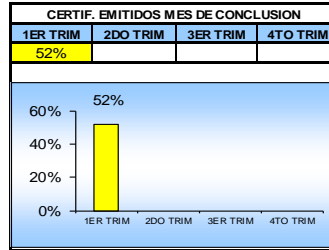
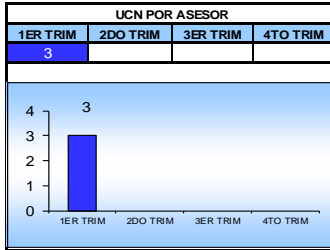
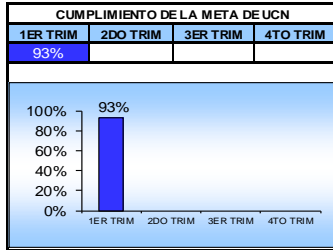
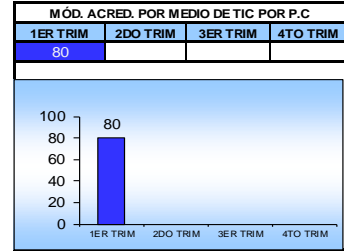
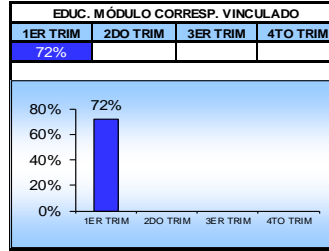
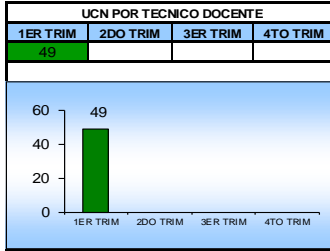
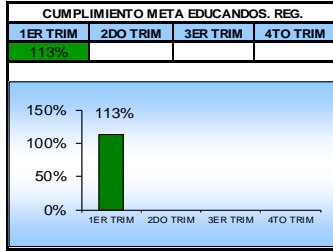
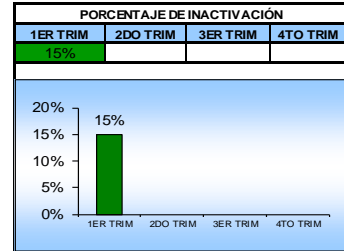
EFICIENCIA



OPERACIÓN

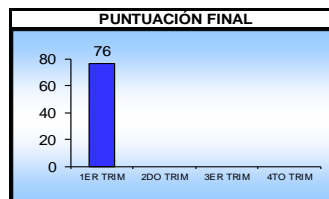


CALIDAD



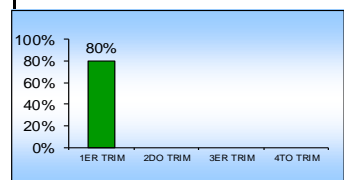
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
76			



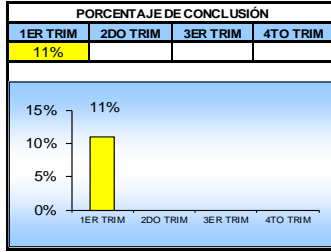
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
80%			

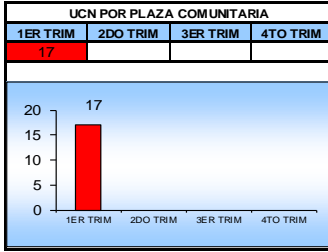


INDICADORES DE EVALUACIÓN 2013

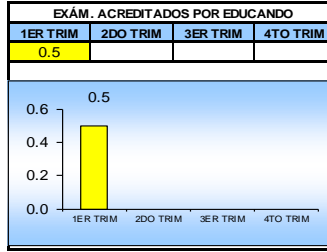
EFICACIA



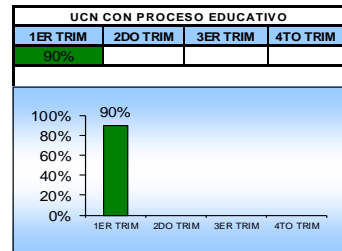
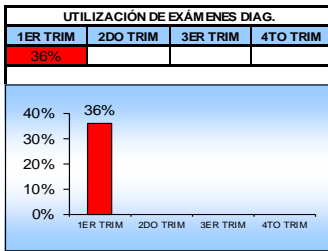
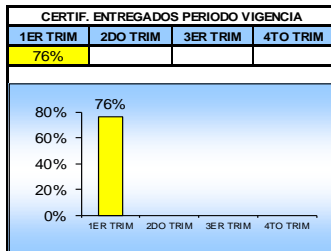
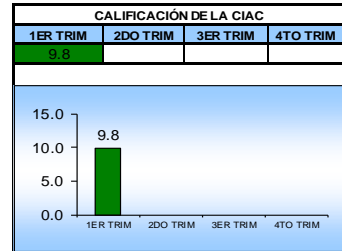
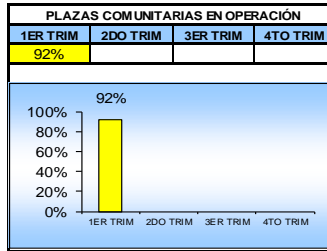
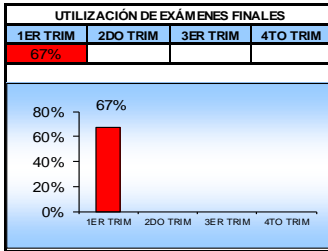
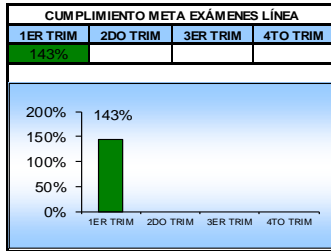
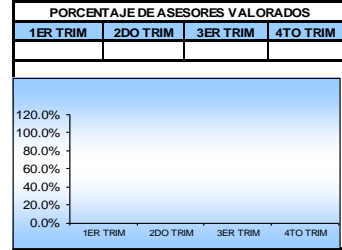
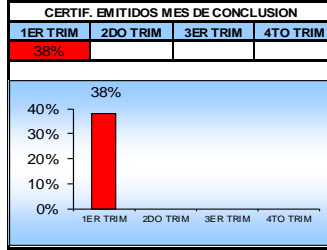
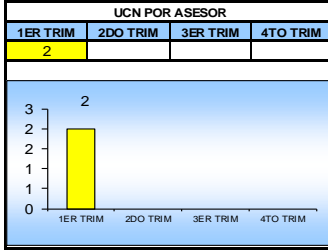
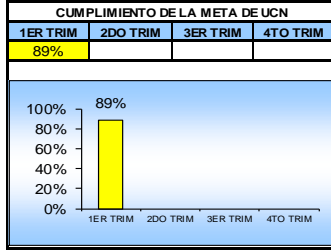
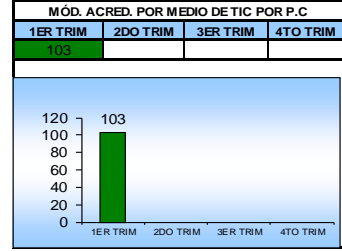
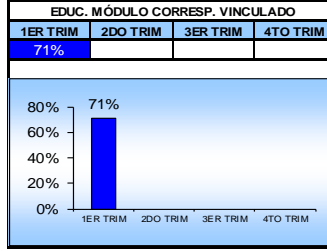
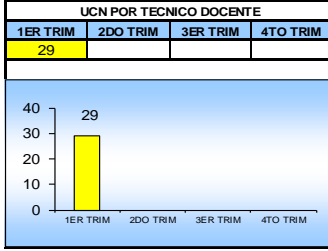
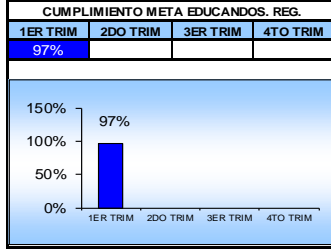
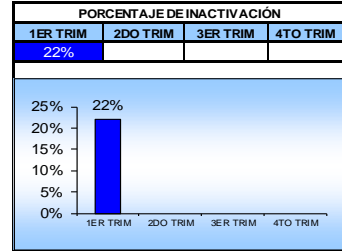
EFICIENCIA



OPERACIÓN

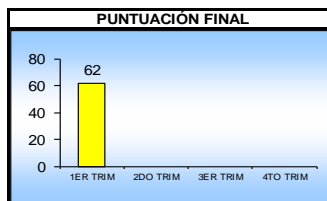


CALIDAD



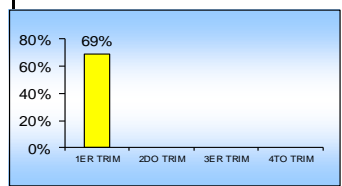
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
62			



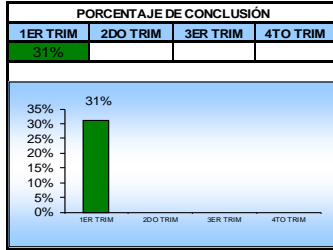
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
69%			

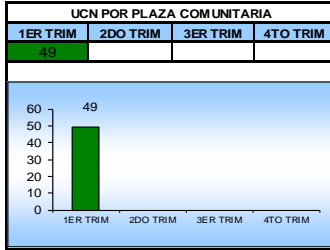


INDICADORES DE EVALUACIÓN 2013

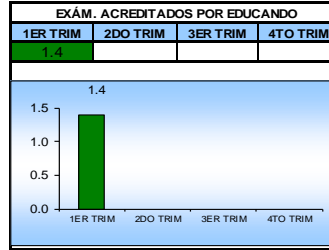
EFICACIA



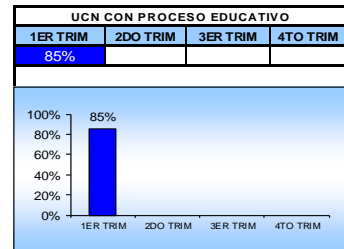
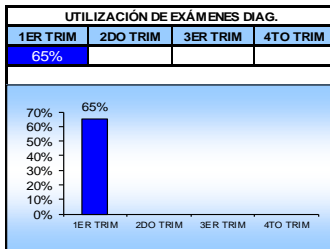
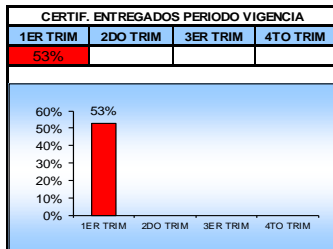
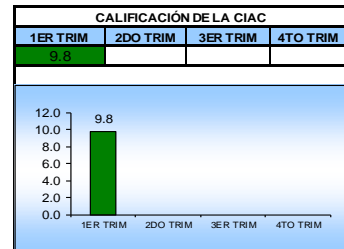
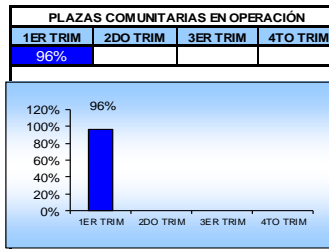
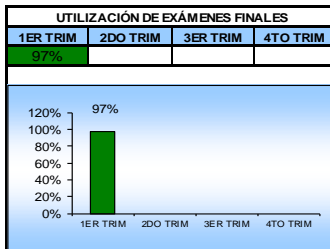
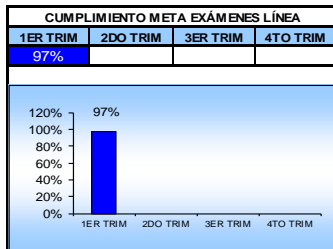
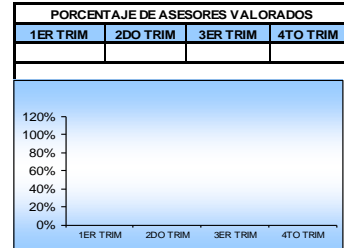
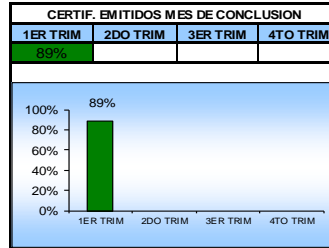
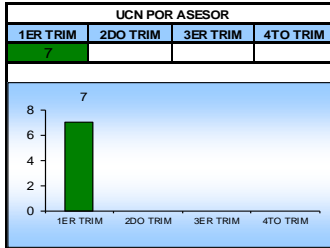
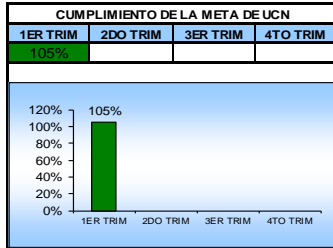
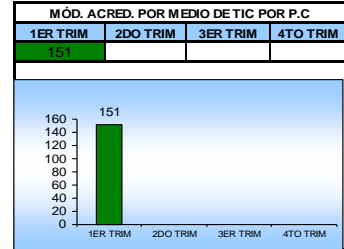
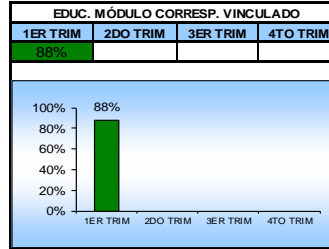
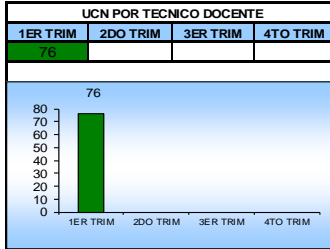
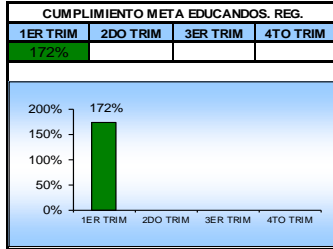
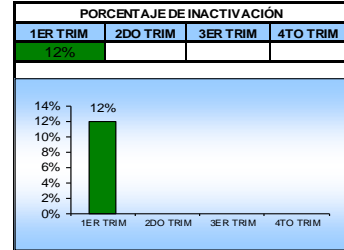
EFICIENCIA



OPERACIÓN

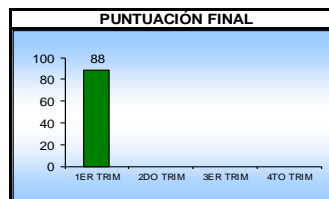


CALIDAD



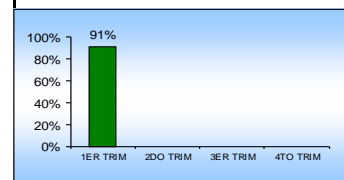
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
88			



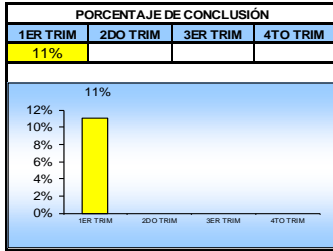
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
91%			

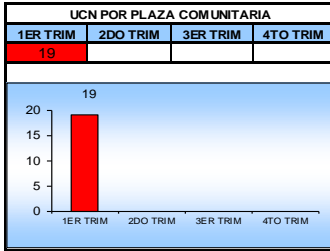


INDICADORES DE EVALUACIÓN 2013

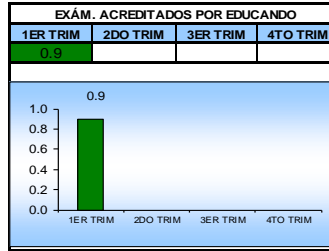
EFICACIA



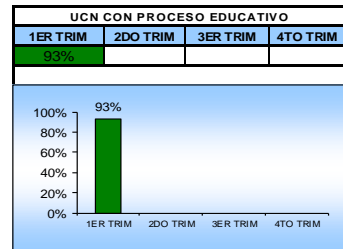
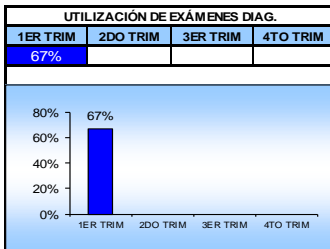
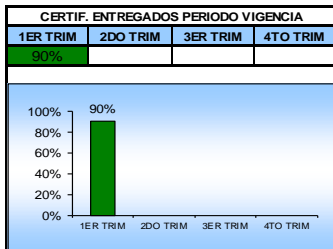
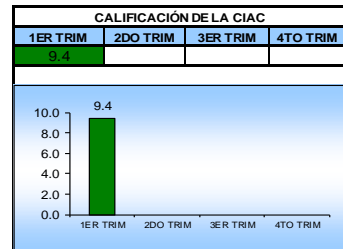
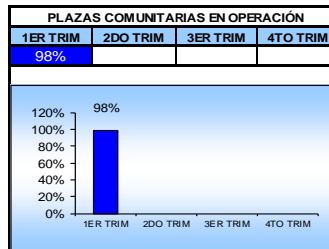
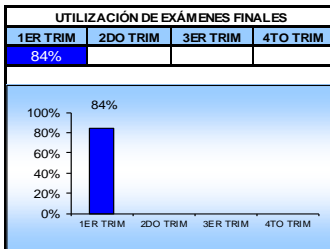
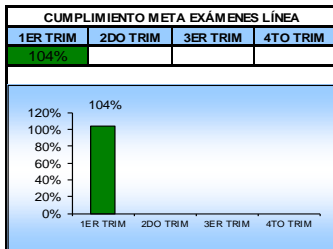
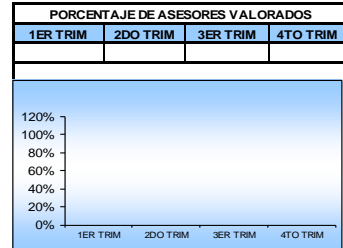
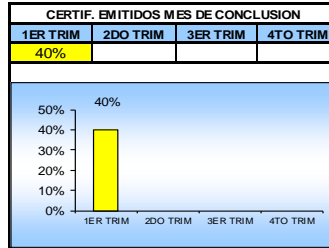
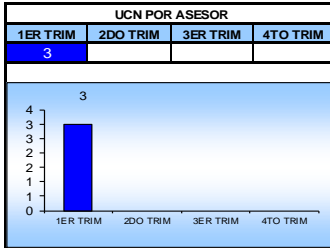
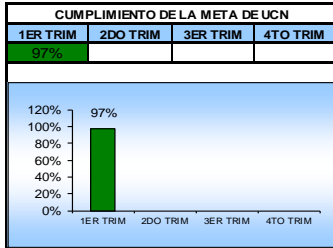
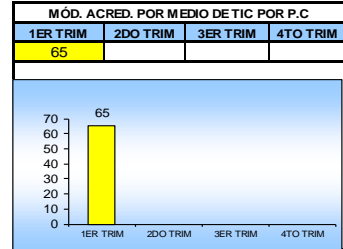
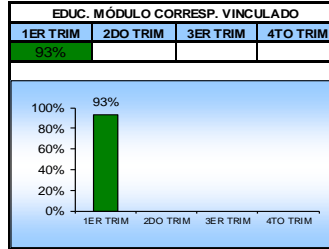
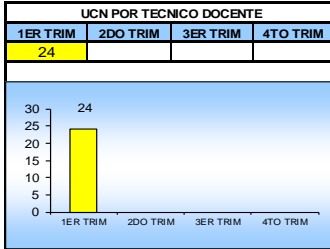
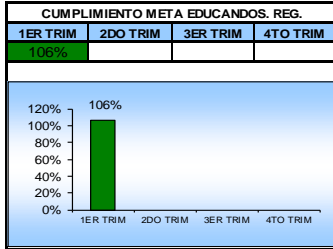
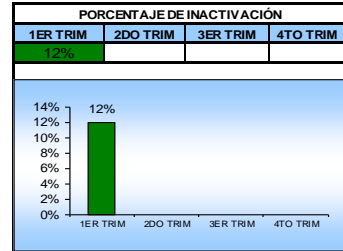
EFICIENCIA



OPERACIÓN

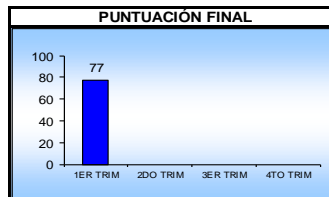


CALIDAD



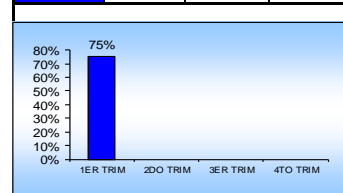
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
77			



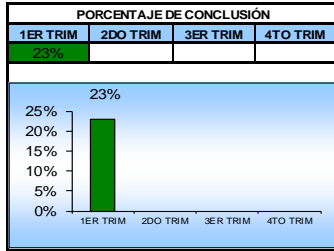
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
75%			

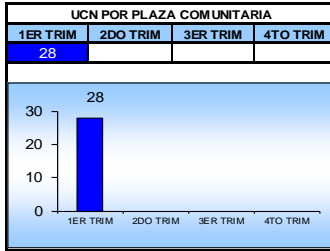


INDICADORES DE EVALUACIÓN 2013

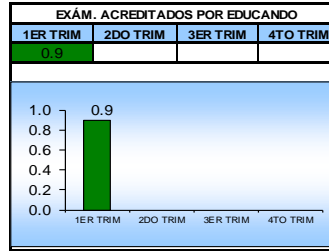
EFICACIA



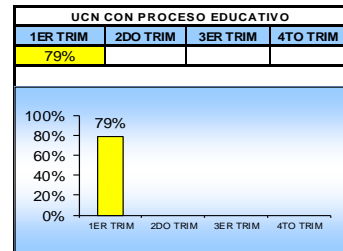
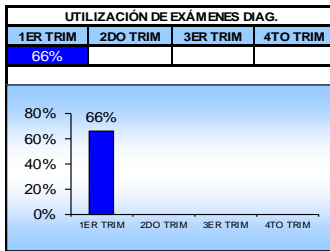
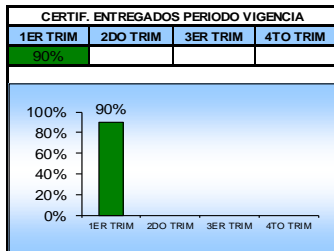
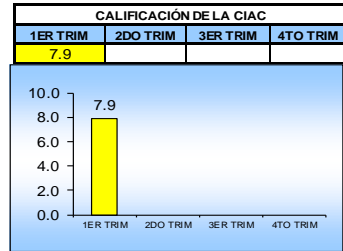
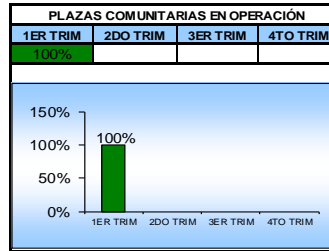
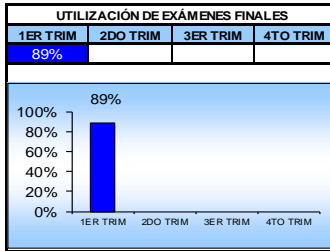
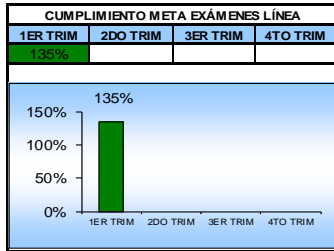
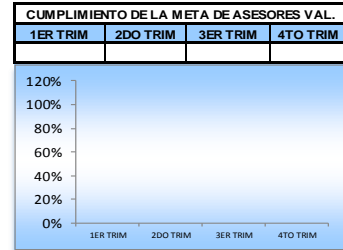
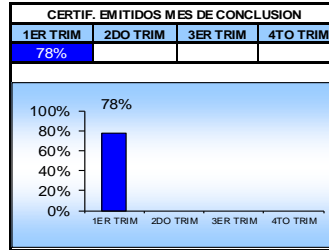
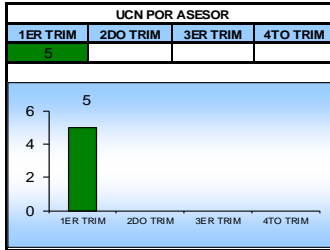
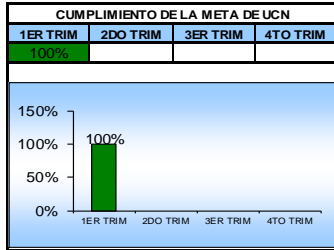
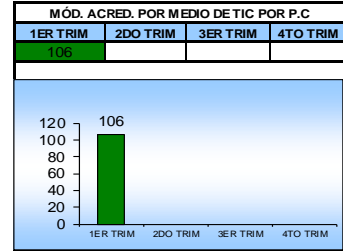
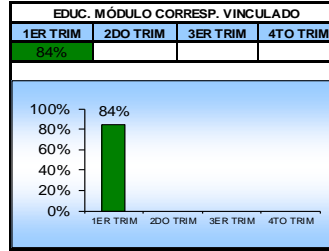
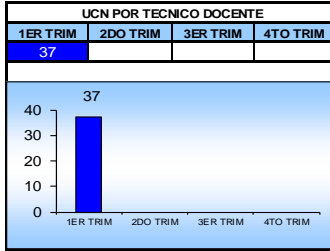
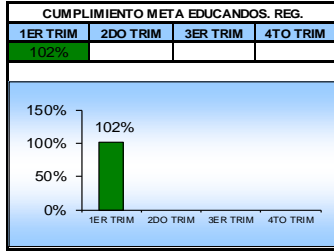
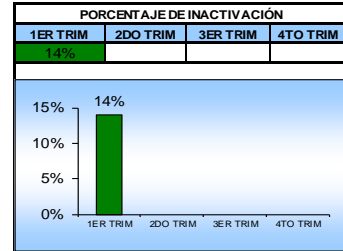
EFICIENCIA



OPERACIÓN

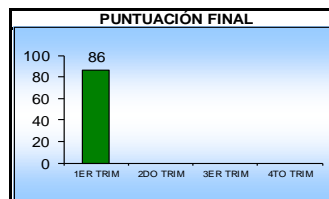


CALIDAD



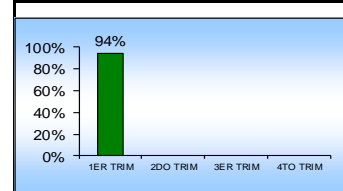
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
86			



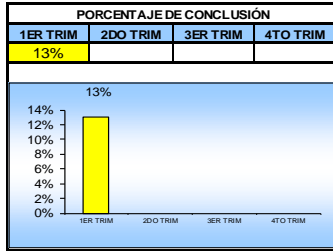
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
94%			

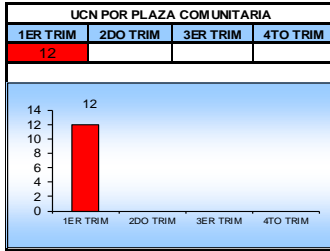


INDICADORES DE EVALUACIÓN 2013

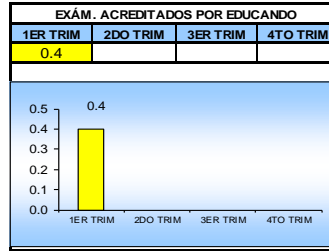
EFICACIA



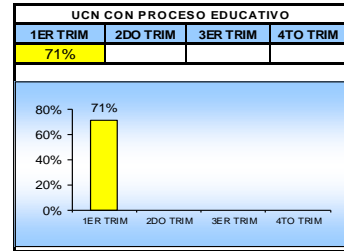
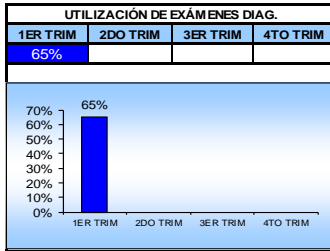
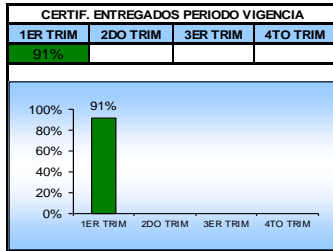
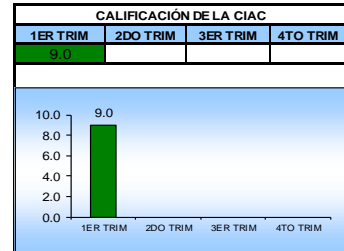
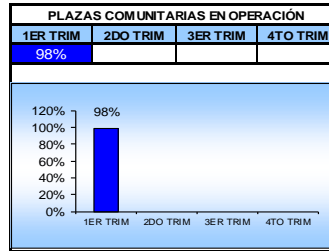
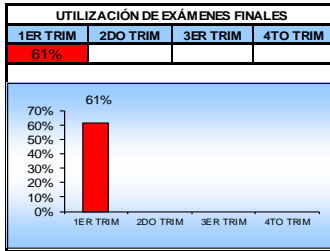
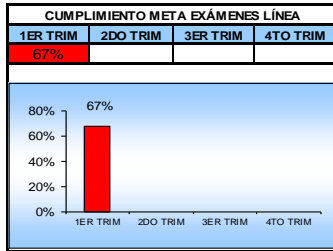
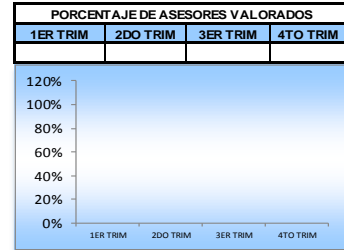
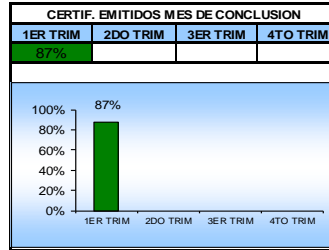
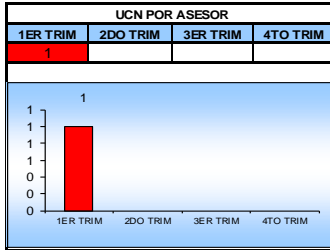
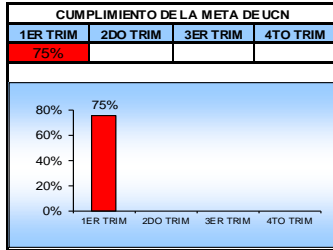
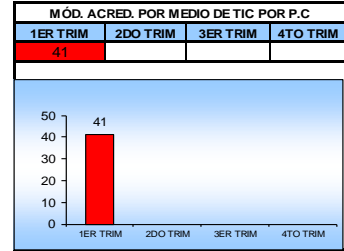
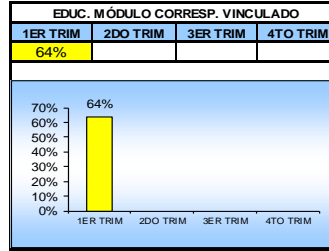
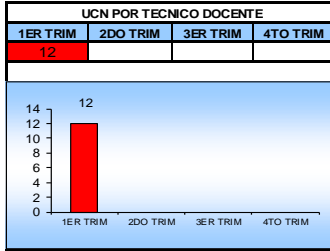
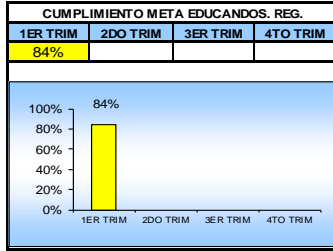
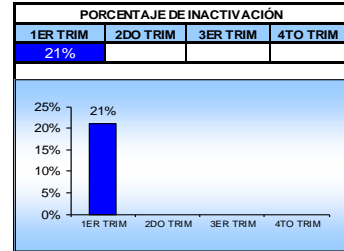
EFICIENCIA



OPERACIÓN

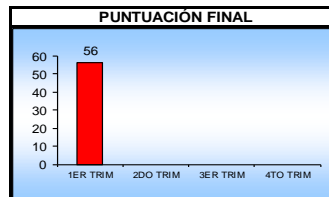


CALIDAD



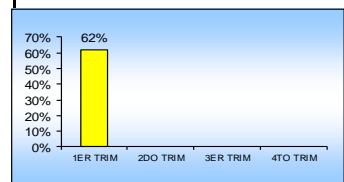
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
56			



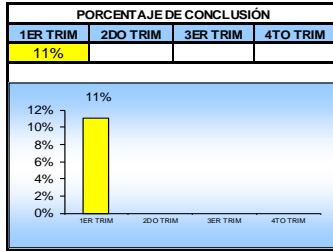
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
62%			

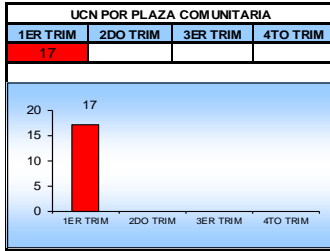


INDICADORES DE EVALUACIÓN 2013

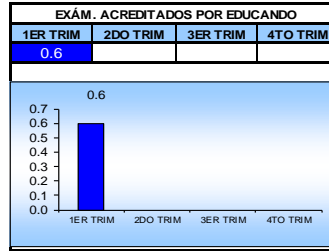
EFICACIA



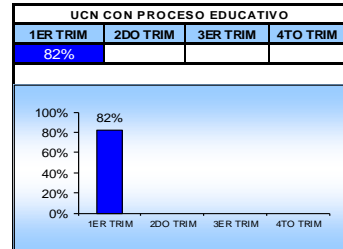
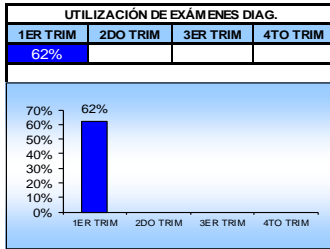
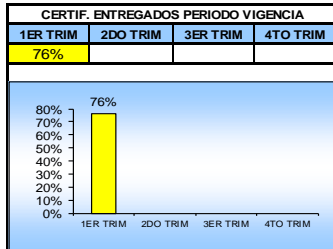
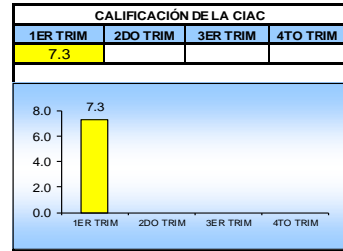
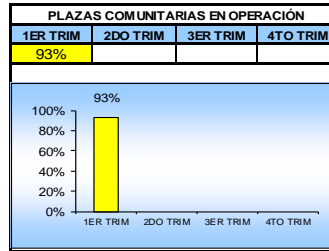
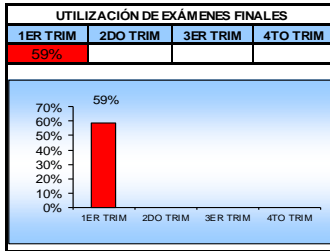
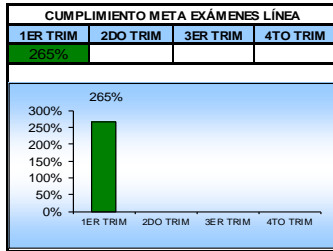
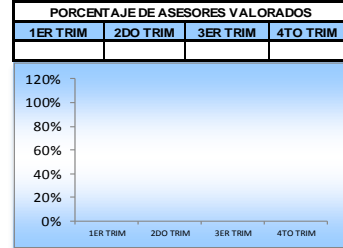
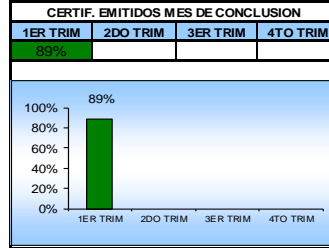
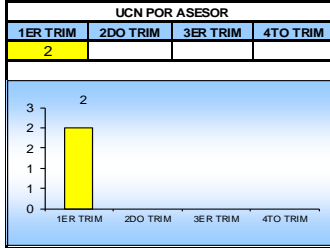
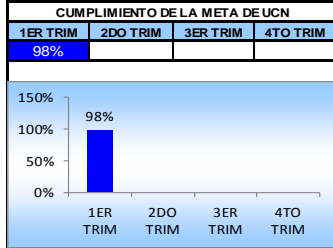
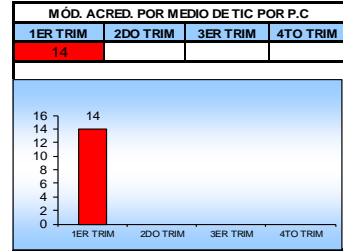
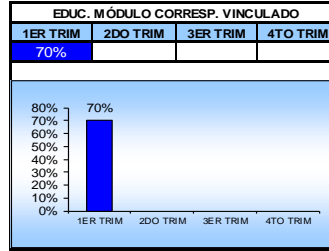
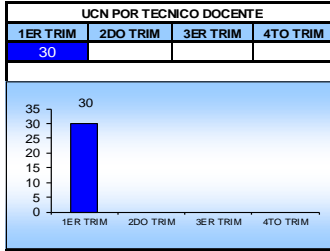
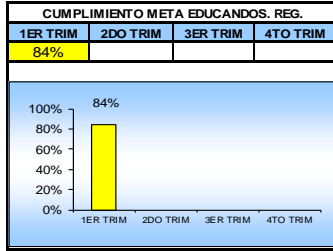
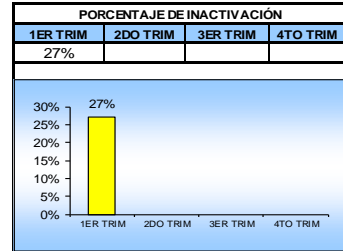
EFICIENCIA



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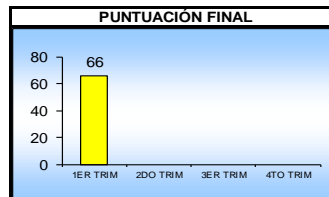


CALIDAD



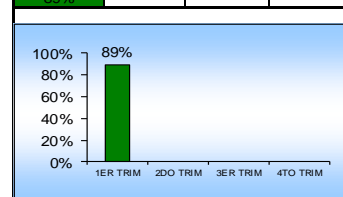
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
66			



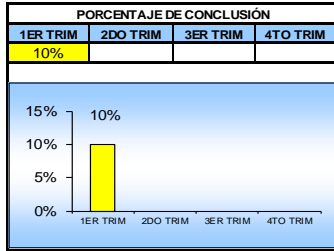
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
89%			

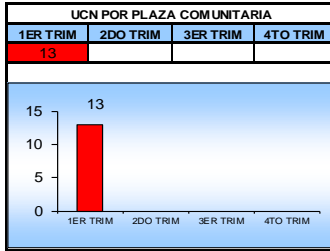


INDICADORES DE EVALUACIÓN 2013

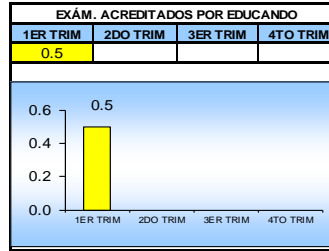
EFICACIA



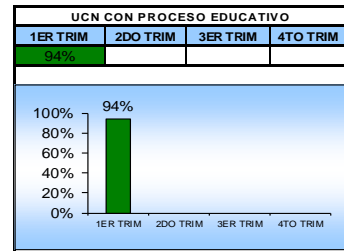
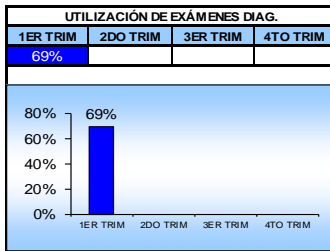
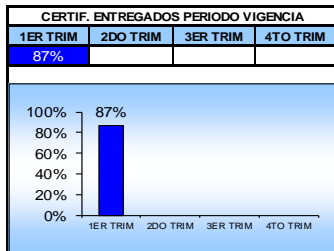
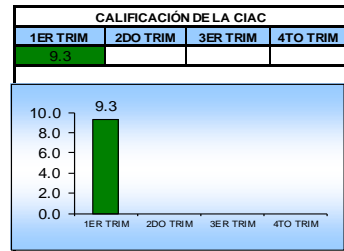
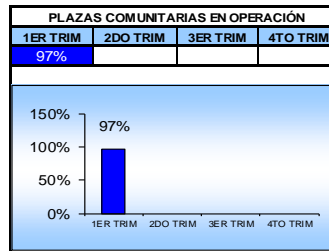
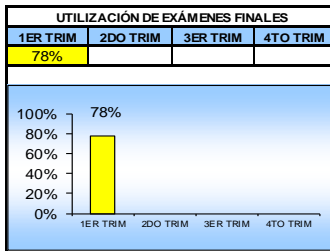
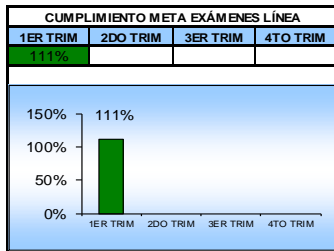
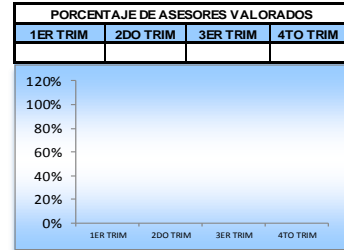
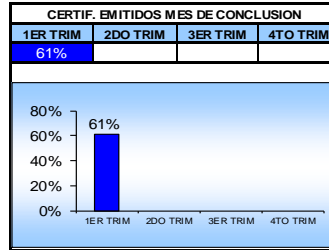
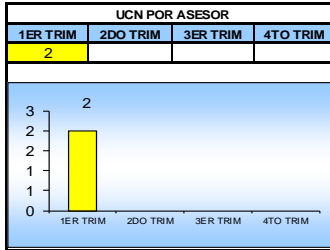
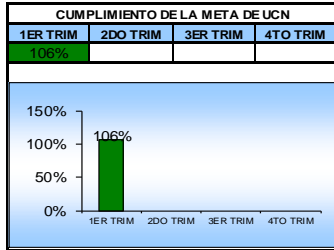
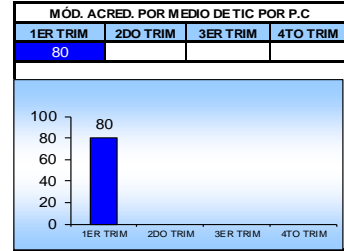
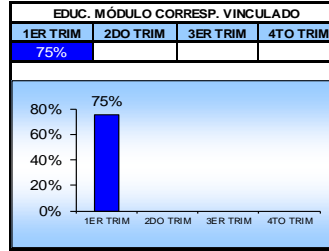
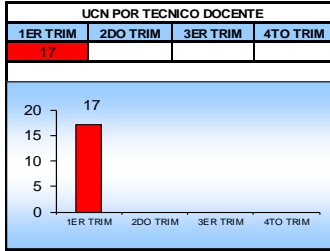
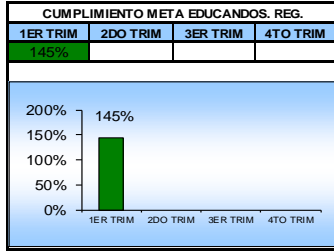
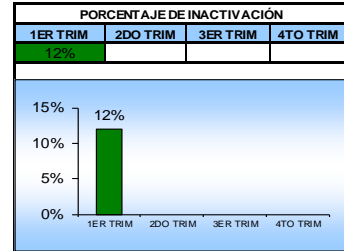
EFICIENCIA



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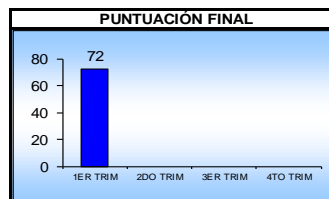


CALIDAD



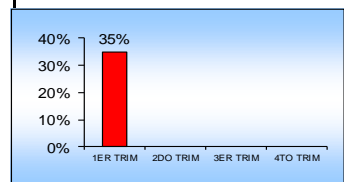
PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
72			



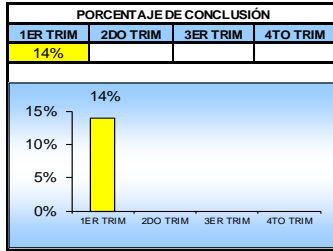
ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
35%			

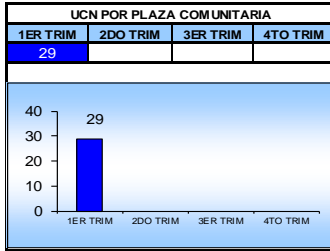


INDICADORES DE EVALUACIÓN 2013

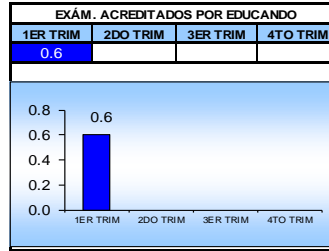
EFICACIA



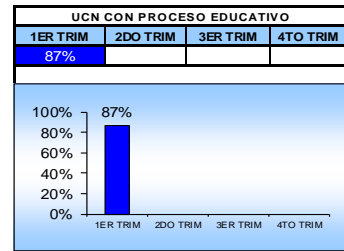
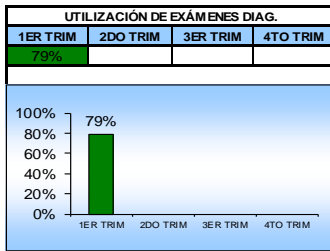
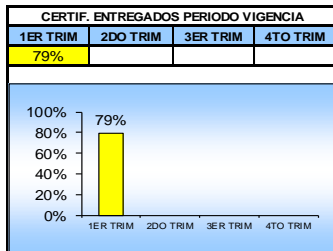
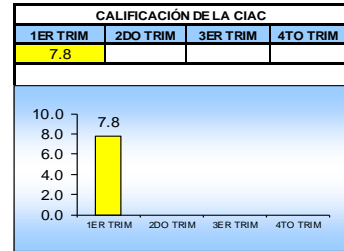
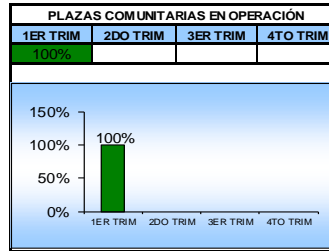
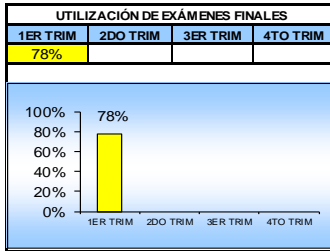
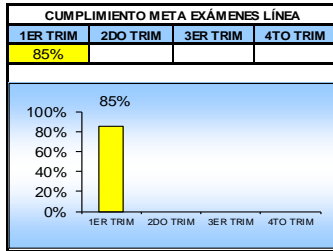
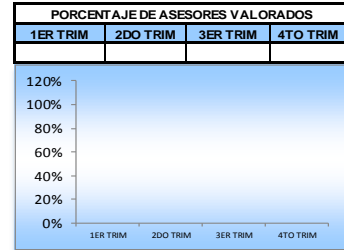
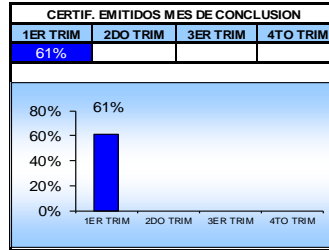
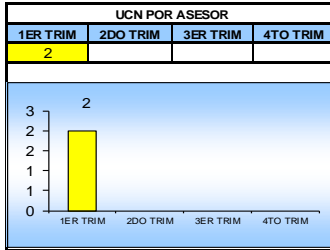
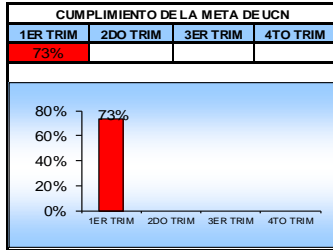
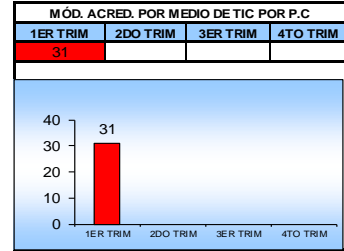
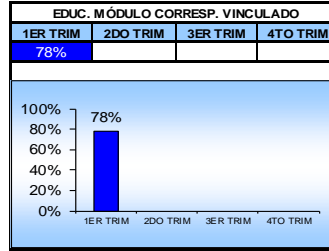
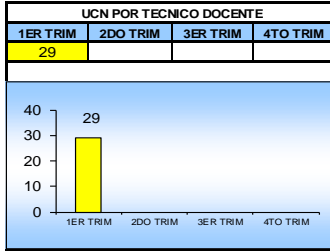
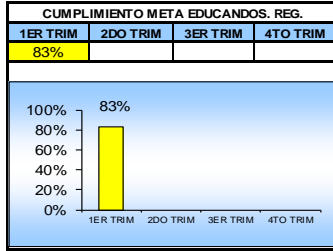
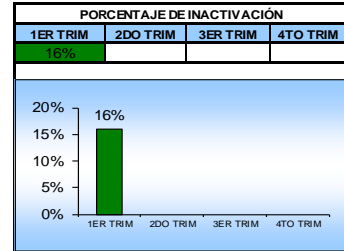
EFICIENCIA



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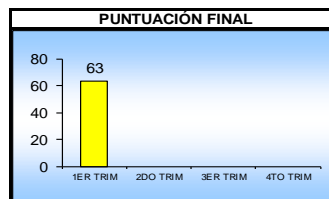


CALIDAD



PUNTUACIÓN FINAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
63			



ASESORES NUEVO INGRESO FORMACIÓN INICIAL

1ER TRIM	2DO TRIM	3ER TRIM	4TO TRIM
65%			

