

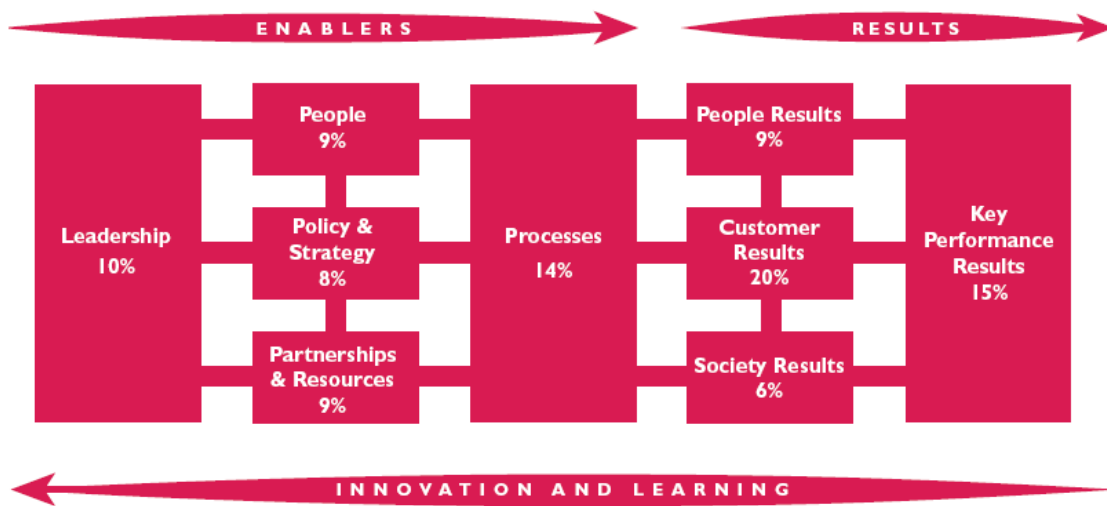
USING THE EFQM EXCELLENCE MODEL

THE EFQM EXCELLENCE MODEL

The EFQM Excellence Model© consists of nine criteria and these are grouped into two broad areas:

1. Enablers - how we do things.
2. Results - outcomes which we target measure and achieve.

The arrows shown in the following diagram emphasize the dynamic nature of business and illustrate that innovation and learning helps leaders to improve the enablers which produce better results.



The EFQM Excellence Model reflects the way in which successful organizations can develop a winning formula to achieve competitive advantage. Each of the nine boxes shown above has a high level definition and the EFQM Excellence Model© includes thirty two sub-criterion elements which pose questions to be considered when assessing the performance of applicant organizations. The EFQM Excellence Model© and the sub-criterion elements are described in more detail below.

Self assessment using the EFQM Excellence Model© helps management identify strengths and opportunities for improvement which everyone in the organization can address to achieve realistic goals. All businesses including companies, public bodies and voluntary organizations can use the EFQM Excellence Model© to achieve improved performance.

Weighting

The percentages shown in the diagram are the weightings used by EFQM assessment bodies when scoring applications. At the heart of the EFQM Excellence Model and the process of self assessment lies the logic known as RADAR which has four elements - Results, Approach, Deployment, and Assessment & Review.

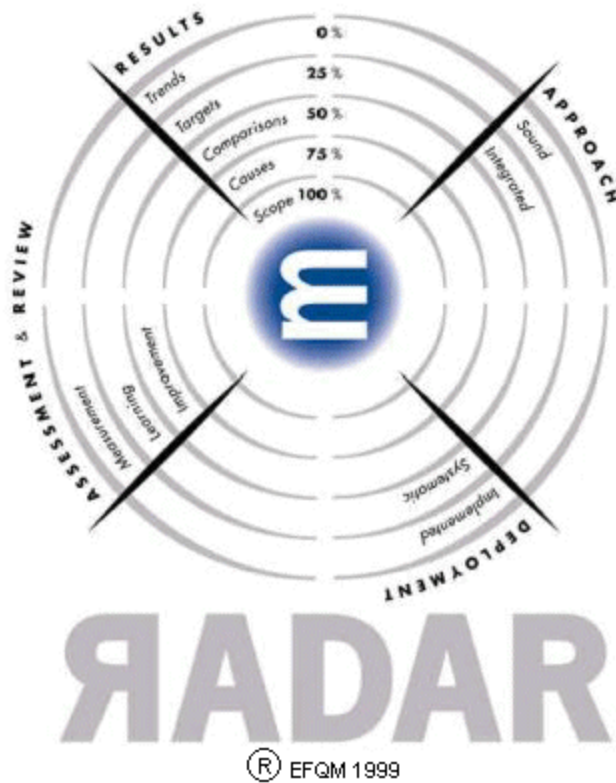
RADAR LOGIC

RADAR logic says that an organization needs to:

- Determine the Results it is aiming for as part of its policy and strategy making process. These results cover the financial and operational performance of the organization together with perceptions of its stakeholders.
- Plan and develop an integrated set of sound Approaches to deliver the required results both now and in the future.
- Deploy the approaches in a systematic way to ensure full implementation.
- Assess & Review the approaches by monitoring and analyzing the results achieved through ongoing learning activities.

The application of RADAR logic helps organizations identify, prioritize, plan and implement improvements where needed:

RADAR LOGIC CYCLE



SELF ASSESSMENT

The EFQM Excellence Model, applied through a process of self-assessment, is now widely recognized as an essential management tool and a proven method of securing continuous improvement for any organization wishing to achieve challenging goals. Self assessment allows an organization to identify strengths and opportunities for improvement by focusing on the relationships between people, processes and results. There are many methods of self assessment and these broadly fall into three groups:

- Simple perception based approaches (e.g. matrices or questionnaires) which use the nine main criteria only of the EFQM Excellence Model.
- Facilitated workshop approaches which apply the nine criteria and in many cases the thirty two sub-criterion elements of the EFQM Excellence Model.
- Awards submission or simulation methods which use the full EFQM Excellence Model to sub criterion elements level.

EFQM EXCELLENCE MODEL – SUB CRITERIA DEFINITIONS

Each of the nine criteria of the EFQM Excellence Model has a high level definition and is supported by a number of sub-criterion elements that are outlined below. The sub-criterion elements pose questions to be considered when assessing the progress of an organization towards the goal of business excellence.

1. LEADERSHIP

Definition

How leaders develop and facilitate the achievement of the mission and vision, create values required for long term success and implement these via appropriate actions and behaviors and are personally involved in ensuring that the organization's management system is developed and implemented.

- A. How leaders develop the mission, vision and values and are role models for a culture of excellence in the organization
- B. How leaders are personally involved in ensuring the organization's management system is developed, implemented and continuously improved
- C. How leaders are involved with customers, partners and representatives of society
- D. How leaders motivate, support and recognize the organization's people

2. POLICY & STRATEGY

Definition

How the organization implements its mission and vision via a clear stakeholder focused strategy supported by relevant policies, plans, objectives, targets and processes.

- A. How policy and strategy are based on the present and future needs and expectations of stakeholders.
- B. How policy and strategy are based on information from performance measurement, research, learning and creativity related activities.
- C. How policy and strategy are developed, reviewed and updated
- D. How policy and strategy are deployed through a framework of key processes
- E. How policy and strategy are communicated and implemented.

3. PEOPLE

Definition

How the organization manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organization-wide level and how these activities are planned in order to support its policy and strategy and the effective operation of its processes.

- A. How people resources are planned, managed and improved
- B. How people's knowledge and competencies are identified, developed and sustained.
- C. How people are involved and empowered
- D. How people and the organization have a dialogue
- E. How people are rewarded, recognized and cared for.

4. PARTNERSHIPS AND RESOURCES

Definition

How the organization plans and manages its external partnerships and internal resources in order to support its policy and strategy and the effective operation of its processes.

- A. How external partnerships are managed
- B. How finances are managed
- C. How buildings, equipment and materials are managed
- D. How technology is managed
- E. How information and knowledge are managed

5. PROCESSES

Definition

How the organization designs, manages and improves its processes to support the policy and strategy and fully satisfies and generates increasing value for its customers and other stakeholders.

- A. How processes are systematically designed and managed
- B. How processes are improved, as needed, using innovation to fully satisfy and generate increasing value for customers and other stakeholders
- C. How products and services are designed and developed based on customer needs and expectations
- D. How products and services are produced, delivered and serviced
- E. How customer relationships are managed and enhanced

6. CUSTOMER RESULTS

Definition

What the organization is achieving in relation to its external customers:

- A. Perception Measures
- B. Performance Indicators

7. PEOPLE RESULTS

Definition

What the organization is achieving in relation to its people:

- A. Perception Measures
- B. Performance Indicators

8. SOCIETY RESULTS

Definition

What the organization is achieving in relation to local, national and international society as appropriate

- A. Perception Measures
- B. Performance Indicators

9. KEY PERFORMANCE RESULTS

Definition

What the organization is achieving in relation to its planned performance

- A. Key Performance Outcomes
- B. Key Performance Indicators

AWARD SUBMISSIONS AND SCORING

SUBMISSION AND SCORING FOR ENABLER CRITERIA

Information is required about how the organization approaches each sub-criterion element of the EFQM Excellence Model and this requires consideration of:

- I. the approach taken - details of the methods or processes used to address the sub-criterion elements should be provided together with the rationale for the approach and how linkages are made with policy and strategy and other criteria within the Model;
- II. the extent to which the approach has been deployed - vertically through all levels of the organization and horizontally through all areas and activities. Ideally, numerical evidence should be provided and proof that the deployment has been systematic;
- III. the steps in place to assess and review the approach and deployment. Emphasis here should be placed on measurements taken, ways in which learning is acquired and steps taken to implement improvements.

SUBMISSIONS AND SCORING FOR RESULTS CRITERIA

Information is required on what the organization is achieving with respect to each of the customer, people, society and key performance results sub-criterion elements of the EFQM Excellence Model. You should provide concise and factual information which includes:

- I. the key parameters your organization uses to measure results and achievements. For each parameter trends of data are required and this can cover up to five years performance to highlight:
 - a. your organization's actual performance
 - b. your organization's own targets and wherever possible the performance of competitors together with the results of "best in class" organizations.
 - c. the rationale behind each of the parameters presented and how they cover the range of your organization's activities. The scope of the results is an important consideration for the assessors.
- II. evidence is required of the relative importance of each of the results criteria and in the case of any financial results (sub-criterion elements 9a or 9b) data may be presented in the form of an index rather than in absolute terms to avoid disclosing sensitive information.
- III. to allow comparisons to be made it would be helpful if you can please provide a single chart for each key parameter showing trends of performance together with a brief commentary which demonstrates your understanding of significant features of the presented data.

HOW YOU ARE SCORED

For all Award categories, assessors use the scoring process described to allocate points and to arrive at a total score out of 1000 points. For small businesses employing up to fifty people our assessors will score applicants against the nine criteria of the Model using the 32 sub-criterion elements as a check list.

The assessors use the RADAR Scoring Matrix to allocate points to each of the sub-criterion elements in the Model. This matrix is based on the RADAR logic which lies at the heart of the EFQM Excellence Model.

THE SELF ASSESSMENT QUESTIONNAIRE

USING THE SELF-ASSESSMENT SNAPSHOT SURVEY

It is recommended that you select a small team of people, or appoint a manager with sufficient experience and insight into the business, to complete the questionnaire.

The Snapshot questionnaire is designed to be answered relatively quickly, but covers all 32 sub-criteria within the EFQM framework, totaling 110 questions in all. The question format uses a simple Likert scale:

1a.	Developing and Modeling the Way	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
1	Leaders' commitment to organization goals.						
2	Leaders obtain feedback on their personal performance.						
3	Leaders display ethical behavior.						

The rating scale ranges from Zero Base to Extremely strong for each of the items in the 32 sub-criteria. The table provides generalized ratings for you to use in the Snapshot.

Zero Base	Nothing happening in this area – no evidence of system, process or measures.
Very weak	A start has been made, but very early stages of deployment, with immature approach – few or no evidence of measures and improvement trends.
Weak	Implementation has commenced, and approach is integrated to a reasonable extent across the organization – some evidence of improvement.
Acceptable	Coherent approach used, with deployment across most primary areas of the business. Improvement trends documented, but needs further deployment to be considered effectively implemented.
Strong	Solid approach and deployment, and continuously improving trends in most performance variables.
Extremely Strong	Best in class status – supported by hard evidence, fully deployed and integrated, and demonstrating sustained and improving performance.

Using the snapshot provides a preliminary overview of your status, indicating areas you may want to consider for improvement. Given the complexity of the assessment model, it cannot be used to prepare for submission. If you would like to obtain a detailed and accurate score as assessed against the EFQM Criteria you will need to register for the full business excellence service (offered by our consultants). The full service includes a report on how well your organization has performed against the Criteria and in comparison to other organizations that have completed the assessment.

If you would like to discuss options for improvement of any of the criteria, our Performance Analysis, Planning and Management, and Coaching Partnership Services offer a range of targeted solutions for all types of organizations.

Click here for a [FREE CONSULTATION](#).

SECTION 1 LEADERSHIP

This criterion examines the extent to which your leadership develops and enables the realization of the organization's vision and mission; whether the leadership develops and nurtures value systems and behaviors required to achieve sustainable success, and finally, whether the leadership is responsive to customer needs and market dynamics. In this context, how effective is your leadership in...

1a.	Developing and Modeling the Way	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
1	Leaders' commitment to organization goals.						
2	Leaders obtain feedback on their personal performance.						
3	Leaders display ethical behavior.						

1c.	Leaders involvement in improving management systems						
4	Leaders' use of performance information.						
5	Leaders practice good governance.						
6	Leaders provide resources for improvement.						

1c.	Leaders personal involvement with customers, partners and community						
7	Leaders' relationship with customers.						
8	Leaders' relationship with suppliers.						
9	Leaders' relationship with community.						

1d.	Leaders reinforce culture of excellence with people						
10	Leaders' empowerment of employees.						
11	Leaders' support for excellence.						
12	Accessibility of leaders.						

1e.	Leaders Champion Organizational Change						
13	Leaders' promotion of innovation						
14	Leader's promotion of customer focus.						
15	Leader's support for employee improvement efforts.						

SECTION 2 POLICY AND STRATEGY

This criterion examines how your organization sets about achieving its goals vision and mission; through the use of stakeholder focused strategy and planning, policies, target setting and appropriate management processes. In this context, how effective is your organization in.....

2a.	Consideration of Stakeholder Needs.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
16	Consideration of stakeholder needs.						
17	Analysis of customer, competitor and market dynamics.						
18	Collation and analysis of supplier and partner needs data and information.						

2b.	Collation and use of performance information and research and learning.						
19	Consideration of political, economic, social and legislative factors.						
20	Inclusion of benchmarking.						
21	Collation and analysis of quantitative data.						

2c.	Methodology for developing, measuring and reviewing policy and strategy.						
22	The process and approach to setting long and short-term goals						
23	Consideration of the organization's strengths and weaknesses.						
24	Inclusion of principles of quality and continuous improvement.						

2d.	Ensuring policy and strategy are translated into action.						
25	Integration and alignment of team plans with strategic objectives.						
26	Deployment of action plans which include targets, measures and monitoring processes.						
27	Communication of strategy to employees and key stakeholders.						

SECTION 3 PEOPLE

This criterion examines how effectively your organization releases the full potential of its people, through empowerment, communication, fair treatment, recognition and rewards, which motivate staff and build capability. In this context, how effective is your organization in.....

3a.	People resources planned, managed and improved and sustained.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
28	Alignment of HR plans and policies with organization strategy.						
29	Succession planning and career development opportunities.						
30	Alignment of recruitment policies and strategies with organization strategy.						

3b.	Identification and development of people's knowledge and competencies.						
31	Appraisal of employee performance.						
32	Assessment of skills and capability development needs.						
33	On-the-job training, non-formal training and education opportunities.						

3c.	Empowerment and involvement of people.						
34	Enabling employees to realize their full potential.						
35	Design of jobs and work teams for innovation and improvement.						
36	Collection of employee feedback on expectations and needs.						

3d.	Dialogue between people and the organization.						
37	Sharing of vision and mission with employees.						
38	Availability of business performance data across organization.						
39	Identification and sharing best practice with employees.						

3e.	People are rewarded, recognized and cared for.						
40	Compensation, recognition and reward of employees.						
41	Monitoring and maintaining of workplace health and safety.						
42	Benefits that meet employee needs.						

SECTION 4 PARTNERSHIP AND RESOURCES

This criterion examines how your organization plans for and manages its external suppliers and partnerships; its internal resources including technologies, physical assets, information, etc... to achieve its vision and mission, and ensure community and environmental compliance requirements are met. In this context, how effective is the organization in...

4a.	Management of external partnerships.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
43	Identifying and managing supplier relationships.						
44	Identifying and developing (non-supplier) partnership opportunities						
45	Identifying and working with partners.						

4b.	Management of finances.						
46	Alignment of financial strategy and policies with organization strategy.						
47	Availability of financial information to support decision making.						
48	Management of investment decisions and financial risk.						

4c.	Management of physical assets (buildings, equipment and materials).						
49	Monitoring and management of environmental impact.						
50	Monitoring and management of legislative compliance requirements.						
51	Alignment of purchasing and supplier strategies with business needs...						

4d.	Management of information and knowledge.						
52	Relevance and utility of information systems.						
52	Mechanisms for obtaining, sharing, and using information (including e-commerce and intranet).						
53	Data accuracy, utility, security and availability to people who need it,						

4e.	Processes are systematically designed and managed.						
54	Relevance and utility of information systems.						
55	Mechanisms for obtaining, sharing, and using information (including e-commerce and intranet).						
56	Data accuracy, utility, security and availability to people who need it,						

SECTION 5 PROCESSES

This criterion examines how your organization designs, manages and improves its processes to achieve its vision, mission and goals. This includes processes for the design, production, delivering and servicing of your products and services, as well as managing and improving customer relationships. In this context, how effective is the organization in...

5a.	Processes are systematically designed and managed.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
57	Identification and definition (detailing) of key processes.						
58	Availability of data and information to measure process performance.						
59	Assignment of responsibility for managing processes.						

5b.	Processes are improved using innovation to meet customer needs						
60	System for prioritizing improvement projects.						
61	Continuous improvement of process performance.						
62	Communicating changes to stakeholders, and reviewing impact of changes.						

5c.	Customer feedback is used in the design of products and services.						
63	Identification of customer needs.						
64	Design or re-design of products or services...						
65	Translation of customer requirements to service / product features.						

5d.	Products and services are produced delivered and serviced to standards.						
66	Production of products and services.						
67	Marketing / communicating the value proposition of products and services.						
68	Delivery and servicing of products and services.						

5e.	Customer relationships are managed and enhanced.						
69	Processes for building customer loyalty.						
70	Mechanisms for acquiring customer feedback						
71	Processes for complaint monitoring and resolution.						

SECTION 6 CUSTOMER RESULTS

This criterion examines the levels of performance your business is achieving in terms of customer satisfaction, and performance. It considers both the approach you use to determine the perceptions of customers, and the actual results you are achieving in terms of customer satisfaction and meeting customer performance targets. In this context, how effective is your organization in...

6a.	Customer perception measures of the organization - their use and the results.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
72	Acquisition of data for the measurement of customer experiences and needs.						
73	Improving trends and levels of customer satisfaction/performance.						
74	Appropriacy of targets for customer satisfaction/performance.						
75	Comparison of customer perceptions with other units and organizations (best in class?).						
76	Cause and effect analysis to explain customer perceptions.						

6b.	Customer perception measures of the organization - their use and the results.						
77	Use of internal performance indicators to measure performance against customer targets.						
78	Improving trends and levels of internal performance against customer targets.						
79	Appropriacy of targets for internal performance against customer targets.						
80	Comparison of internal performance against customer targets with other units and organizations (best in class?).						
81	Cause and effect analysis to explain customer results.						

SECTION 7 PEOPLE RESULTS

This criterion examines the levels of performance your business is achieving in terms of employee satisfaction, and performance. It considers both the approach you use to determine the perceptions of employees, and the actual results you are achieving in terms of employee satisfaction and meeting employee performance targets. In this context, how effective is your organization in...

7a.	People perception measures of the organization - their use and the results.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
82	Acquisition of data for the measurement of employee experiences and needs.						
83	Improving trends and levels of employee satisfaction/performance.						
84	Appropriacy of targets for employee satisfaction/performance.						
85	Comparison of employee perceptions with other units and organizations (best in class?).						
86	Cause and effect analysis to explain employee perceptions.						

7b.	Internal measures used to monitor performance and predict people satisfaction						
87	Use of internal performance indicators to measure performance against employee targets.						
88	Improving trends and levels of internal performance against employee targets.						
89	Appropriacy of targets for internal performance against employee targets.						
90	Comparison of internal performance against employee targets with other units and organizations (best in class?).						
91	Cause and effect analysis to explain employee results.						

SECTION 8 SOCIETY RESULTS

This criterion examines the levels of performance your business is achieving in terms of society/community, and performance. It considers both the approach you use to determine the perceptions of the society/community, and the actual results you are achieving in terms of society/community satisfaction and meeting society/community compliance and performance targets. In this context, how effective is your organization in...

8a.	Community perception measures of the organization - their use and the results.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
92	Acquisition of data for the measurement of society/community experiences and needs.						
93	Improving trends and levels of society/community satisfaction/ performance.						
94	Appropriacy of targets for society/community satisfaction/ performance.						
95	Comparison of society/community perceptions with other units and organizations (best in class?).						
96	Cause and effect analysis to explain society/community perceptions.						

8b.	Internal measures used to monitor performance and predict community satisfaction						
97	Use of internal performance indicators to measure performance against society/community targets.						
98	Improving trends and levels of internal performance against society/community targets.						
99	Appropriacy of targets for internal performance against society/community targets.						
100	Comparison of internal performance against society/community targets with other units and organizations (best in class?).						
101	Cause and effect analysis to explain society/community results.						

SECTION 9 KEY PERFORMANCE RESULTS

This criterion examines the levels of performance your business is achieving in terms of its planned goals and targets. This will include financial and other key performance results. It will include both the approach you use to measure results, and the actual results you are achieving in terms business performance targets. In this context, how effective is your organization in...

9a.	The measures of key performance outcomes (lagging) planned by the organization.	Zero Base	Very Weak	Weak	Acceptable	Strong	Extremely Strong
102	Acquisition of data for the measurement of key business performance results.						
103	Improving trends and levels of key performance results.						
104	Appropriacy of targets for key performance results.						
105	Comparison of key performance results with other units and organizations (best in class?).						
106	Cause and effect analysis to explain key performance results.						

9b.	The measure of key performance drivers (leading) indicators.						
107	Acquisition and Use of key performance driver (leading indicators) measurement.						
108	Improving trends and levels of key performance drivers against targets.						
109	Appropriacy of targets for key performance targets.						
110	Comparison of key performance drivers against targets with other units and organizations (best in class?).						
111	Cause and effect analysis to explain key driver results.						

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