

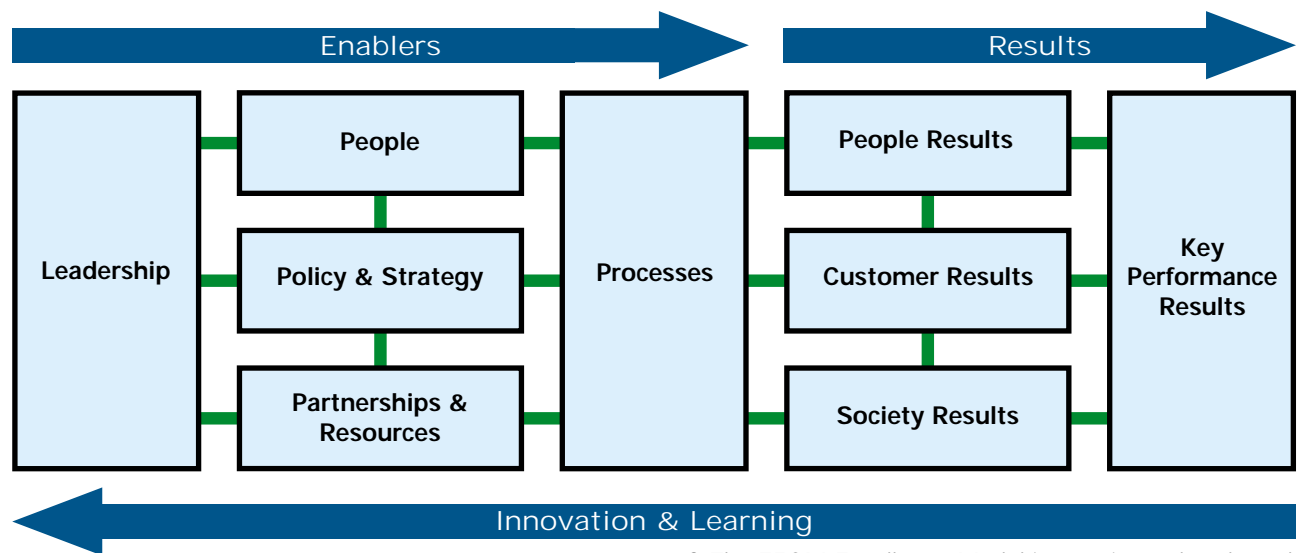
# A Framework for Excellence

## The European framework – the EFQM Excellence Model®

Organisations everywhere, of all types and sizes, are under constant pressure to improve their business performance, measure themselves against world class standards and focus their efforts on the customer. To help in this process, many are turning to total quality models, such as the European Foundation for Quality Management's "Excellence Model®", promoted in the UK as Business Excellence by the British Quality Foundation (BQF).

The Model can be used as a business-wide framework in a holistic, focused and practical way. There is significant evidence, including research into organisations that have won national and international excellence awards, of the benefits that can be obtained from following a philosophy of excellence in business.

The Model recognises that processes are the means by which an organisation harnesses and releases the talents of its people to produce results – they are the "Enablers" that produce the "Results". Hence, **customer results, people results** and **society results** are achieved through **leadership** driving **policy and strategy, people, partnerships and resources** and **processes**, which lead to excellence in **key performance results**. This relationship is shown diagrammatically below:



© The EFQM Excellence Model is a registered trademark

There is a weighting for each of the nine criteria of the Excellence Model®, and this can be used for scoring self-assessments against the framework and making awards.

The enabler criteria of the Model are concerned with how the organisation approaches "Excellence". The criteria addressed are:

- Leadership - how behaviour/actions support a culture of "Excellence"
- Policy and Strategy - how policy and strategy are formulated and deployed into plans/actions
- People - how the organisation realises the potential of its people
- Partnerships and Resources - how the organisation manages resources, including external resources, effectively and efficiently
- Processes - how the organisation manages and improves its processes

The results criteria of the Model are concerned with what the organisation has achieved and is achieving for all its stakeholders. The four results areas are:

- Customer Results - what is the customers' perception of the organisation and how good are the drivers of customer satisfaction?
- People Results - what are the employees' perceptions of the organisation and how good are the drivers of employee satisfaction?
- Society Results - how does society and the local community perceive the organisation and what results have been achieved relating to community and environmental concerns?
- Key Performance Results - what is the organisation achieving in relation to its planned performance?

Each criterion is sub-divided into a number of sub-criteria, giving a total of thirty-two, as illustrated in the following table.

Below each sub-criterion are a number of non-prescriptive areas that may be used to give guidance and clarify the purpose of the sub-criteria. These cannot be included here for copyright reasons, but can be found in an EFQM publication – *"The EFQM Excellence Model 1999"* (ISBN 90-5236-082-0).

A publication by the British Quality Foundation (BQF) - *"The Model in Practice - Using the EFQM Excellence Model® to Deliver Business Improvement"* - contains actual working examples of good practice for all of the sub-criteria, from organisations in the public, private and small business sectors.

Criterion	Sub-criteria
<b>1 Leadership</b>	<ul style="list-style-type: none"> <li>a Leaders develop the mission, vision &amp; values and are role models of a culture of excellence</li> <li>b Leaders are personally involved in ensuring the organisation's management system is developed, implemented &amp; continuously improved</li> <li>c Leaders are involved with customers, partners &amp; representatives of society</li> <li>d Leaders motivate, support &amp; recognise the organisation's people</li> </ul>
<b>2 Policy &amp; Strategy</b>	<ul style="list-style-type: none"> <li>a Policy &amp; strategy are based on the present &amp; future needs &amp; expectations of stakeholders</li> <li>b Policy &amp; strategy are based on information from performance measurement, research, learning &amp; creativity related activities</li> <li>c Policy &amp; strategy are developed, reviewed &amp; updated</li> <li>d Policy &amp; strategy are deployed through a framework of key processes</li> <li>e Policy &amp; strategy are communicated &amp; implemented</li> </ul>
<b>3 People</b>	<ul style="list-style-type: none"> <li>a People resources are planned, managed &amp; improved</li> <li>b People's knowledge &amp; competencies are identified, developed &amp; sustained</li> <li>c People are involved &amp; empowered</li> <li>d People &amp; the organisation have a dialogue</li> <li>e People are rewarded, recognised &amp; cared for</li> </ul>
<b>4 Partnerships &amp; Resources</b>	<ul style="list-style-type: none"> <li>a External partnerships are managed</li> <li>b Finances are managed</li> <li>c Buildings, equipment &amp; materials are managed</li> <li>d Technology is managed</li> <li>e Information &amp; knowledge are managed</li> </ul>
<b>5 Processes</b>	<ul style="list-style-type: none"> <li>a Processes are systematically designed &amp; managed</li> <li>b Processes are improved, as needed, using innovation in order to fully satisfy &amp; generate increasing value for customers &amp; other stakeholders</li> <li>c Products &amp; services are designed &amp; developed based on customer needs &amp; expectations</li> <li>d Products &amp; services are produced, delivered &amp; serviced</li> <li>e Customer relationships are managed &amp; enhanced</li> </ul>
<b>6 Customer Results</b>	<ul style="list-style-type: none"> <li>a Perception measures</li> <li>b Performance indicators</li> </ul>
<b>7 People Results</b>	<ul style="list-style-type: none"> <li>a Perception measures</li> <li>b Performance indicators</li> </ul>
<b>8 Society Results</b>	<ul style="list-style-type: none"> <li>a Perception measures</li> <li>b Performance indicators</li> </ul>
<b>9 Key Performance Results</b>	<ul style="list-style-type: none"> <li>a Key performance outcomes (lag)</li> <li>b Key performance indicators (lead)</li> </ul>