

# Recognised for Excellence

## *Information Brochure*

*Helping your decision to apply*



Recognised for excellence

### About the EFQM Levels of Excellence

The EFQM Levels of Excellence provides a staged route towards the attainment of the highest levels of Excellence, created to motivate and encourage systematic improvement in organisations. They provide milestones and demonstrate incremental progression and maturity in Excellence to the organisational stakeholder – their people, suppliers and customers. They also provide a focus for learning and training. There are three distinct levels to EFQM recognition: Committed to Excellence, Recognised for Excellence and the EFQM Excellence Awards. More information is available at [www.efqm.org](http://www.efqm.org)

**“Chart your progress”**

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## Introduction

This information pack is aimed at organisations that wish to know more about the EFQM Levels of Excellence scheme and specifically, Recognised for Excellence, one of three levels that make up the scheme. The information pack covers:

- An overview of EFQM Levels of Excellence and a detailed description of Recognised for Excellence covering the process, benefits and options available to applicants.

And

- An introduction to the EFQM Excellence Model and RADAR scoring system both of which provide the logic and framework underpinning the EFQM Recognition Scheme

## EFQM Levels of Excellence

In late 2001 the EFQM launched EFQM Levels of Excellence, a recognition scheme delivered to consistent European-wide standards applicable to organisations or organisational units regardless of size, sector or maturity.

Recognition schemes are all about celebrating achievement and encouraging even greater effort in the future. They are great ways to motivate and encourage systematic improvement. They provide a focus for learning and training and they provide milestones and demonstrate progress to your people, partners, suppliers and customers.

The different Levels of Excellence are based on the EFQM Excellence Model and the eight fundamental concepts of Excellence. The scheme is designed as an integrated assessment hierarchy tailored to the varying experiences of organisations in their use of the EFQM Model. Organisations may apply to whichever Level they think is most appropriate for their level of maturity.

The main objectives of the scheme are to:

- ▲ Provide consistent European-wide recognition which can be extended to organisations beyond those currently recognised as top achievers;
- ▲ Maximise the number of organisations who are able to apply the principles of the EFQM Excellence Model for organisational improvement;

- ▲ Provide practical products and services that help organisations achieve improved levels of Excellence.

The EFQM Levels of Excellence Scheme has three strands, described below. All are available to EFQM members and non-members. Committed to Excellence and Recognised for Excellence are also available in many cases from our National Partners.

Committed to Excellence and Recognised for Excellence are available world wide whilst the EFQM Excellence Award is only open to European organisations or multi-national organisations with the majority of their business in based in Europe.

## I. The EFQM Excellence Award (EEA) - *Compare yourself against the best*

The EFQM Excellence Award is a rigorous and demanding contest, designed for organisations, or organisational units, seen as national and European role models with a five-year history of continuous improvement. It is based on the EFQM Excellence Model, which is also used as the basis for many national and regional quality awards.

Entry to the EFQM Excellence Award requires all applicants creating a '**Qualification File**', which serves as a basis for evaluating their eligibility to enter the Award process. Eligible EEA applicants have two possible approaches through which they may be assessed.

- The **Classical Approach** involves the creation of a detailed Submission Document of up to 75 pages which is assessed by a team of EFQM Award Assessors.
- The **New (2005+) Approach** involves the creation of an 'Enabler Map' by way of assessment documentation, together with the Qualification file, by applicant organisations. A team of EFQM Assessors conduct a site visit with the aim of gaining more evidence through interviews, which will help them to understand how the organisation is managed on a day-to-day basis.

The EFQM trained Award Assessors are experienced senior managers from a range of industries and countries. The size of team varies from four to eight depending on the size and complexity of the organisation. Applicants will be required to allow the Assessor team open access to all areas of their operations.

After the assessment, the Assessor team creates a Feedback Report, as well as scores. From this, an independent jury reviews reports and the role model areas identified by the Assessor team, on each Applicant and levels of recognition are decided. These are Finalists, Prize winners and, ultimately, EFQM Excellence Award winner status. Any enterprise reaching EEA Finalist level has a right to be very proud of their achievement. They are almost certainly role models for European Excellence and join an impressive roll of honour, which includes some of Europe's most prestigious companies.

A separate brochure for this level is available at [www.efqm.org](http://www.efqm.org)

## II. Recognised for Excellence – *Chart your progress*

Recognised for Excellence is designed for organisations that are well on their way to organisational Excellence. These organisations, or organisational units, have experience in implementing Excellence concepts and Management Frameworks. It recognises the successful efforts they have made to implement Excellence and good practice. For applicant organisations, it offers the benefits of a structured approach to identifying organisational strengths and areas for improvement from an external point of view

*More detailed information is available within this document.*

## III. Committed to Excellence – *Create Passion and Commitment*

This level is designed for organisations, or organisational units, at the beginning of their journey to Excellence. The emphasis will be on helping organisations understand their current level of performance and to establish improvement priorities. It follows a two-stage process.

**Stage 1** involves Applicants completing a process of Self-Assessment at a high level. Organisations are free to choose their assessment product or methodology but it must, as a minimum, be based on the 9 criteria parts of the EFQM Excellence Model. This will provide a broad overview of performance against an established framework used by role model organisations. The output of this assessment will result in the Applicant identifying improvement areas relevant to their organisation.

**Stage 2** requires an organisation to demonstrate that improvement actions have been deployed. It must demonstrate that it has successfully deployed an improvement plan, based on feedback from Self-Assessment against the EFQM Excellence Model. A trained Validator through meetings, discussions and review of appropriate documentation will confirm this during a site visit that is typically one-two days. Successful achievement of this level, which may be undertaken at any time, entitles the organisation to use the insignia in their commercial and promotional efforts.

## 3. Recognised for Excellence

At this level of recognition, applicant organisations, or organisational units, are able to display some experience of Self-Assessment using the EFQM Excellence Model. It is based on the full Model, including all 32 criteria parts. It offers Applicants the benefits of a structured approach to identify organisational strengths and areas for improvement. There are a number of options available for applicant organizations to choose from for their assessment, some of which are similar to the full EFQM Excellence Award (EEA) approaches. *More details about this are presented in section 5 below.*

They will also commit to host a team of two or three, and for very large complex organization, four EFQM trained Assessors on a site visit that is typically three days. This team will undertake the assessment and provide a feedback report identifying areas for further improvement, together with a scoring profile, at criteria level. Unlike the EFQM Excellence Award, this process is not time sensitive, and can take place regularly over the course of the year.

The programme will recognise Applicants whose score is confirmed at 300 or more points after the Assessor team have completed their site visit. Recognised for Excellence is designed for organisations that are well managed and on the way to organisational Excellence. It offers applicants the benefits of a structured approach to identify organisational strengths and areas for improvement. Organisations confirmed as Recognised for Excellence will be able to use the recognition insignias in their commercial and promotional efforts.

The emphasis of this scheme is to recognise successful efforts to implement Excellence and good practice. This is realised through an assessment based on the full EFQM Excellence Model including the 32 criteria parts. The feedback report will provide useful information for continuous improvement towards the highest levels of Excellence.

### 3.1. Benefits of Applying

The challenge of making an application for the Recognised for Excellence will bring your organisation substantial benefits:

- You want an **external feedback** from an **experienced team** of practicing managers. These Assessors will assess and provide an independent written feedback on strengths and areas for improvements for your organisation. The feedback helps to focus improvement activity and can serve as an input for your business planning
- You want to receive a **distinctive and prestigious international recognition** based on the most widely used Management framework in Europe (The EFQM Excellence Model). It will recognise your systematic implementation of Excellence concepts and Management Frameworks.
- You want the **opportunity to benchmark** against other organisations using the same framework, including role model organisations.
- You will gain **practical experience and learn** from preparing the assessment

### 3.2. Who can apply?

Any organisation, regardless of location, size or sector, can apply – whether large businesses, small and medium sized enterprises, public sector organisations, or operational units.

*Try out the mini questionnaire to see if you should apply. If you have more questions please contact EFQM.*

## 4 Assessment Cycles

Applicants can apply to start Recognised for Excellence at any time throughout the year. The beginning of an applicant's assessment cycle is the receipt of a completed application form at the EFQM. Typically, the cycle will last four – five months starting from the date of receipt of the application by EFQM until the receipt of the feedback report and the certificate of recognition by the Applicant. The Applicant is required to indicate preferred dates for the specific activity at the time of completing the Application Form.

## Find out if you should apply.....

*If you tick yes to most of the 6 scenarios, you should consider applying.*

- Systematic improvements have been a way of life across our organisation for at least three years.
- Our main processes are under control and we can demonstrate improvements through regular review.
- Most of our major results have been improving for at least three years.
- My organisation has recently realised the benefits of using external benchmarks and comparisons as the basis for target setting
- We have developed a clear understanding of how our organisation functions as a complete system and we understand how their approaches affect the results we achieve
- The EFQM Excellence Model is understood and self-assessment is a continuous part of our business planning cycle. In fact, we are currently scoring at least 350 points.
- We would like to apply for the EFQM Excellence Award at some point in the future, and would like to 'test' our readiness via a similar process, as well as use the external feedback to focus our preparation.

## 5. Approaches for Assessment

There are three possible assessment approaches to carrying out Recognised for Excellence; each is described in detail below, with a summary of benefits. Applicants wishing to apply for Recognised for Excellence should discuss the most appropriate approach for them with the EFQM or NPO.

### 5.1. Classic approach (via a Submission Document)

In this approach you are required to produce a comprehensive, Submission Document in a prescribed format as part of your application. The Submission Document for applications for Recognised for Excellence is specially structured

like a set of proformas designed to make completion as easy as possible for you. It should be no more than 46 pages (sides) of A4 in total length, and should be in English. *(Can be in the local language if application is via EFQM's Partner Organisations)*

## Submission Document – Classic approach

- 2 pages for overview of key organisational information and data
- 1 page overview for each Enabler criteria of the EFQM Excellence Model, and 1 page overview for all Results (Total = 6 pages)
- 1 page for each criterion part (Total = 32 pages)
- Organisational chart (1 page)
- 4 pages maximum for Appendices (if any)
- 1 page glossary of terms specific to your business to help understanding

### 5.2 Flexible approach - On Site Materials assessment

In this approach you are required to complete an Organisation Introduction document of 5 to 6 pages. The Assessor team then follow up with a 1 day fact finding and planning visit and, later, a 1 week visit for assessment of relevant materials and interviews with members of the organisation.

The information required will cover the organisations:

- Logistical information – number of locations, number of people ...
- Purpose/Business Environment – mission, values, products and services...
- External Stakeholders – who, what relationships you have with them...
- Initiatives – quality tools and methods, management practices...
- Organisation Chart

This document will be given electronically to applicants as part of the applicants pack.

Two Assessors will assess the organisation in two parts:

1. **One-day awareness and planning workshop**  
– A pre-planned day for assessors to familiarise

and learn about the organisation. Also a time to plan the assessment and what needs to be done in preparation for this

2. **4 – 5 days Materials assessment and site visit** - This is usually approximately 6 weeks after the awareness and planning workshop

The applicants pack sent at the time of formal application to the process will contain supporting materials for this approach.

A **key benefit** for this approach is the limited input required before the assessment

### 5.3 Flexible approach - On Site Workshop Assessment

In this approach you are required to complete the Organisation Introduction Document as described in 5.2 above, again this leads to a 1 day fact finding and planning visit and, later, a 1 week visit incorporating a facilitated assessment workshop, assessment of relevant materials and interviews with members of the organisation

Two Assessors will assess the organisation in two parts

1. **One-day awareness and planning workshop** – A pre-planned day for assessors to familiarise and learn about the organisation. Also a time to plan the assessment and what needs to be done in preparation for this. The participants and process for 1.5 -2day workshop will also be discussed and agreed at this time.
2. **4 – 5 days assessment and site visit** - This is usually approximately 6 weeks after the awareness and planning workshop. During 1.5 – 2 days assessment workshop involving the organisation's management team will. Facilitated by the Assessors.

A **key benefit** for this approach is the limited input required before the assessment, as well as involvement and ownership of the strengths and areas for improvement through the assessment workshop

## 6. Fees and Costs

### 6.1 Application Fees

Effective 2008, applications fees will be charged depending on the size and complexity of the applicant organisation. In general, for organisations

having 500 or less employees, the application fee will be

**EFQM Members – 9,000 Euros**  
**Non members – 11,700 Euros**

Larger and more complex/multi-site, organisations will usually require more assessors and more assessment days. Any potential additional costs will be discussed at this time, which may be 2,000 Euros charged per additional assessor required.

Application fees are not refundable once the submission document has been received or the planning and awareness day has been held (for Flexible approaches).

### **6.2 Additional cost for the submission document approach**

The applicant will bear the cost of all associated expenses related to the consensus and site visit planning meeting plus travelling to and from the site(s) of the applicant. The consensus meeting is usually held at the same time as the site visit to minimise costs and maximise assessors time.

The applicant will also bear the cost of the site visit. This will be established at the time and will cover the costs of the team of Assessors in travelling to the sites, their accommodation and meals during the visit. For planning purposes assume that expenses for a typical team of three are 3000 Euros. The time of the Assessor team is not charged.

### **6.3 Additional cost for the on site assessment approaches**

All meetings will be on the applicant's site. For the planning and awareness day the applicant will bear the cost of the assessors travelling to and from the site(s) of the applicant. For planning purposes and assuming no overnight accommodation needed this is likely to be about 700 Euro total for two assessors.

The applicant will also bear the cost of the site visit. This will be established at the time and will cover the costs of the team of Assessors in travelling to the sites, their accommodation and meals during the visit. For planning purposes assume that expenses for a typical team of two are 2000 Euros. The time of the Assessor team is not charged.

**Applicants will be expected to refund these expenses directly to the Assessors either by booking and paying for travel and**

**accommodation or through a method of direct invoicing. The preferred method for refunding these expenses should be discussed when the Senior Assessor is appointed.**

## **7 Feedback and Recognition**

The final step in the process is the preparation of the feedback report by the Assessor teams. This step is followed by face-to-face feedback if the Applicant requests it and is prepared to pay the expenses of the Senior Assessor.

### **The Feedback Report**

- Viewed by most organisations as the most significant benefit of the application.
- It is a 10-15 page document providing key messages and lists of strengths and areas for improvement for each of the nine criteria which make up the EFQM Excellence Model.
- It contains a scoring profile at criteria level, which could be used for benchmarking
- It is prepared by the team of independent Assessors, who are themselves, experienced managers and experts from across Europe.
- The Assessor Team Leader can also be available to attend a meeting at your premises to discuss the content of the feedback report, if this is required. *(This will be an additional cost for travel)*

## **8. How your organisation is assessed and scored**

Independent Assessors, all of whom have undergone training to ensure a high level of consistency in scoring, will assess your organisation. Assessors have a range of experience and backgrounds and include academics, quality professionals and practising managers from European countries.

Your application will be assessed for 'strengths' and 'areas for improvement' and scored on a scale from 0 to 1,000 points using the EFQM Excellence Model and the RADAR scoring system. Details of

the EFQM Excellence Model criteria and the RADAR are given in Appendix 1.

All Recognised for Excellence applications will receive a score based on the outcome of the site visit. The different possible outcomes for organisations achieving different scores are as follows:

- 300 – 399 points → 3 stars
- 400 – 499 points → 4 stars
- above 500 points → 5 stars

#### From 300 points



#### From 400 points



#### From 500 points



## 9. EFQM's right to reject applications

Applications that do not comply with the requirements of section 'Who can apply' and section 'How to apply' may be rejected by the EFQM.

In the event of a rejection, the EFQM will refund in full the application fee.

Organisations considering applying for Recognised for Excellence for the first time are recommended to discuss their application with the EFQM or the National Partner Organisation (if appropriate) early in the planning phase.

## 10. Appeals

In the spirit of continuous improvement, where necessary, the EFQM will facilitate discussion between the Applicant and Assessor team to ensure the feedback is understood as well as the evidence on which it is based. Our focus is on ensuring that all organisations have valid and usable feedback rather than discussing the level of recognition achieved. Consequently there is no right of appeal by Applicants against the level of recognition achieved or the contents of the feedback report.

## 11. Non-disclosure and confidentiality

Names of Applicants, commentary and scoring information developed during the review of applications are regarded as proprietary by the EFQM and are kept confidential. Such information is available only to those individuals directly involved in the assessment and administrative processes and research workers appointed by the EFQM.

The EFQM requires all those that have sight of an application to have signed a confidentiality agreement and will not release any information publicly on any application without the written approval of the Applicant.

The EFQM will take all reasonable action to ensure that applications and information therein are treated in strict confidence. However, in no way can the EFQM be held responsible for any loss of confidentiality to a third party. Moreover, the EFQM cannot be held liable for any damage (to goods, or persons, financial loss or consequential) incurred through the breach of confidentiality or otherwise by the Applicants or any third party.

## 12. How to apply

Potential applicants can apply directly through either the EFQM or a number of our Partner Organisations in their region. Please contact them directly for possibilities available in your county.

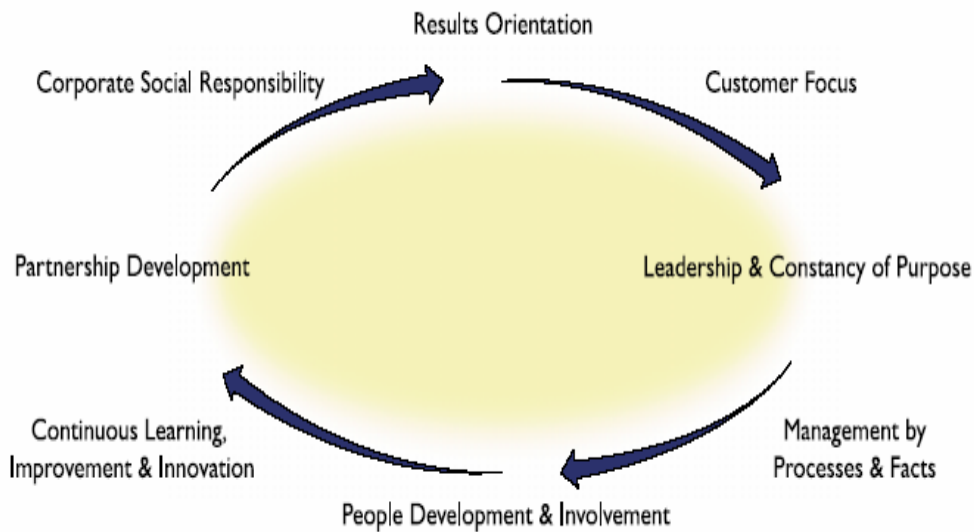
For an Application Form

Call: + 32 2 775 35 11

Fax: + 32 2 775 35 35

Online downloads: [www.efqm.org](http://www.efqm.org) (EFQM website)

## Appendix 1 The Fundamental Concepts of Excellence



The Fundamental Concepts of Excellence are applicable to all organisations regardless of sector, industry or size and underpin the EFQM Excellence Model. Full details of these Concepts can be found in our brochure “The Fundamental Concepts of Excellence” but the definition for each is shown below:

### Results Orientation

#### *The Concept*

Excellence is achieving results that delight all the organisation’s stakeholders.

### Customer Focus

#### *The Concept*

Excellence is creating sustainable customer value

### Leadership and Constancy of Purpose

#### *The Concept*

Excellence is visionary and inspirational leadership, coupled with constancy of purpose

### Management by Processes and Facts

#### *The Concept*

Excellence is managing the organisation through a set of interdependent and interrelated systems, processes and facts.

### People Development and Involvement

#### *The Concept*

Excellence is maximising the contribution of employees through their development and involvement.

### Continuous Learning, Innovation and Improvement

#### *The Concept*

Excellence is challenging the status quo and effecting change by using learning to create innovation and improvement opportunities.

### Partnership Development

#### *The Concept*

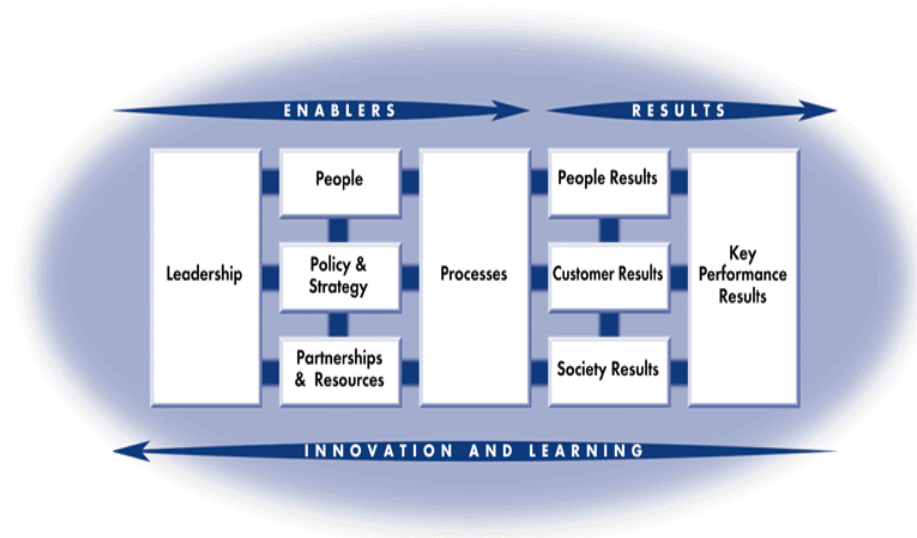
Excellence is developing and maintaining value-adding partnerships.

### Corporate Social Responsibility

#### *The Concept*

Excellence is exceeding the minimum regulatory framework in which the organisation operates and to strive to understand and respond to the expectations of their stakeholders in society

More detail and explanation regarding these concepts can be found in the *Fundamental Concepts of Excellence Brochure*.



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### Overview of the EFQM Excellence Model

The EFQM Excellence Model is a non-prescriptive framework based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organisation does. The 'Results' criteria cover what an organisation achieves. 'Results' are caused by 'Enablers' and 'Enablers' are improved using feedback from 'Results'.

The Model, which recognises there are many approaches to delivering sustainable Excellence in all aspects of performance, is based on the premise that:

**Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy, People, Partnerships and Resources, and Processes.**

The EFQM Model is presented in diagrammatic form above. The arrows emphasise the dynamic nature of the model. They show innovation and learning helping to improve enablers that in turn lead to improved results.

### The need for a model

Regardless of sector, size, structure or maturity, to be successful, organisations need to establish an appropriate management framework. The EFQM Excellence Model is a practical that is used by organisations in a number of ways;

- ▶ As a tool for Self-Assessment by measuring where they are on the path to Excellence; helping them understand the gaps and then stimulating solutions.

- ▶ As the basis for a common vocabulary and way of thinking about the organisation which is shared across all functions;
- ▶ As a framework for positioning existing initiatives, removing duplication and identifying gaps;
- ▶ As a structure for the organisations management system.

EFQM, together with its partner organisations, is committed to researching and updating the Model with the practical and academic inputs from thousands of organisations both within and outside of Europe. In this way we ensure the model remains dynamic and in line with current management thinking.

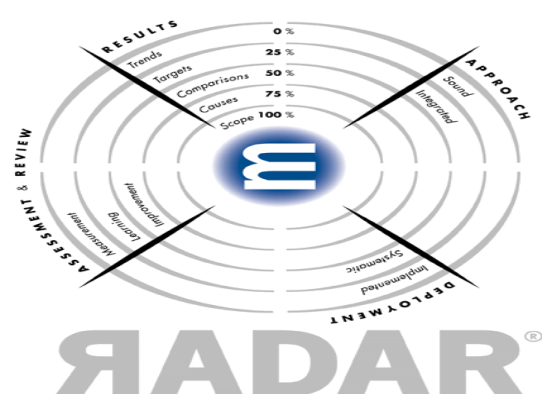
### Model contents structure

The Model's nine boxes, shown above, represent the criteria against which to assess an organisation's progress towards Excellence. Each of the nine criteria has a definition, which explains the high level meaning of that criterion.

To develop the high level meaning further each criterion is supported by a number of criteria parts. Criteria parts pose a number of questions that should be considered in the course of an assessment.

Finally, below each criterion part are guidance points. Uses of these guidance points is not mandatory, nor are they exhaustive lists, but are intended to further explain the meaning of the criterion part. Full details of the EFQM Excellence Model are available in the EFQM Excellence Model brochure

## Appendix 3 The RADAR logic



At the heart of the model lies the logic known as **RADAR**.

**RADAR** consists of four elements:

**R**esults,  
**A**pproach,  
**D**eployment,  
**A**ssessment and **R**eview

This logic states that an organisation needs to:

- ▲ Determine the **R**esults it is aiming for as part of its policy and strategy making process. These results cover the performance of the organisation, both financially and operationally, and the perceptions of its stakeholders.
- ▲ Plan and develop an integrated set of sound **A**pproaches to deliver the required results both now and in the future.
- ▲ **D**eploy the approaches in a systematic way to ensure full implementation.
- ▲ **A**ssess and **R**eview the approaches followed based on monitoring and analysis of the results achieved and ongoing learning activities and, based on this, identify, prioritise, plan and implement improvements where needed.

When using the model within an organisation, for example for the purposes of Self-Assessment, the Approach, Deployment, Assessment and Review elements of the RADAR logic should be addressed for each Enabler criterion part and the Results element should be addressed for each Results criterion part.

### Applying RADAR Logic

The RADAR logic can be used under a number of different circumstances. The most commonly known is assessment or Self-Assessment using the RADAR scoring matrix, but others exist.

One example is developing a management system. The RADAR elements, together with the Model criterion parts, can be used to stimulate your thinking.

It will prompt you to consider questions regarding the approaches to be used, how you will deploy them and how you will measure the effectiveness of your chosen path. Another example is using the RADAR as a method of structured problem analysis. The RADAR elements give you a structure to work through a process, project or approach and identify problem areas.

Results, Approach, Deployment, Assessment and Review are the RADAR elements. These should apply to each of the Model criterion parts. The following describes the specific elements of the RADAR concept that should be addressed using the attributes that can be seen in bold.

### Results

This covers what an organisation is achieving. In an excellent organisation the results show positive **trends** and/or sustained good performance. **Targets** will be set, appropriate and met or exceeded. Performance will be **compared** externally and will compare well with others, particularly against best in sector and/or world class. The **cause** and effect link between approaches adopted and results achieved will be clear. Additionally, the **scope** of the results will address the relevant areas. Where it helps understanding and the identification of improvement opportunities, the results will be segmented, for example by customer or by department.

### Approach

This covers what an organisation plans to do and the reasons for it. Excellent organisations will have **sound** approaches. A sound approach has a clear rationale that focuses on the organisations present and future needs; is delivered through a well-defined and developed process or processes, and has a clear focus on the stakeholder needs. In addition the approaches will be **integrated**. An integrated approach has a clear basis in policy and strategy and is linked to other approaches where appropriate.

### Deployment

This covers what an organisation does to deploy the approach. In an excellent organisation the approach will be **implemented** in relevant areas in a **systematic** way. Systematic implementation is well planned and is introduced in a manner suitable for the approach and the organisation.

### Assessment & Review

This covers what an organisation does to review and improve both the approach and the deployment of the approach. In an excellent organisation the approach, and deployment of it, will be subject to regular **measurement, learning activities** will be undertaken, and the output from both will be used to identify, prioritise, plan and implement **improvement**.

#### Appendix 4 Assessment and Scoring:

For the purpose of meaningful assessment, a relative value or weight must be ascribed to the nine criteria within the EFQM Excellence Model. This value is determined by considering a maximum number of points that may be given to each of the criteria and the equivalent percentage weights. Enablers and Results are each valued at 500 points demonstrating that the way in which activities are conducted and results achieved are valued equally in the Award process.

#### Weights attributed to criterion part

Within each Enabler criterion, each criterion part attracts an equal weight. Thus criterion part1a attracts 1/5 of the points allocated to Criterion 1. There are exceptions within the Results criteria: 6a takes 75% of the points allocated to Criterion 6, 6b takes 25% of the points allocated to Criterion 6. 7a takes 75% of the points allocated to Criterion 7; 7b takes 25% of the points allocated to Criterion 7. 8a takes 25% of the points allocated to Criterion 8; 8b takes 75% of the points allocated to Criterion 8. 9a takes 50 % of the

points allocated to Criterion 9; 9b takes 50 % of the points allocated to Criterion 9.

Assessors score each Results criterion part by consideration of the Excellence and scope of the results presented. Assessors score each Enabler criterion part by consideration of Approach, Deployment and Assessment and Review.

Taking account of all of the above factors the Assessors use the RADAR scoring matrix to allocate a percentage score to the Excellence of results and scope and derive an overall percentage score to each of the Results sub-criteria. Taking account of all the above factors, the Assessors use the RADAR scoring matrix to give percentage scores to Approach, Deployment, Assessment and Review and derive an overall percentage score to each of the Enabler sub-criteria.

Percentage scores are converted into points according to the weights allocated to the criteria and criterion part.

#### Appendix 5 A Summary of the Features and Costs of each approach

Below you will see a comparison of the key features of the three approaches. This summary will help you in your discussions with the EFQM as to the appropriate approach for you.

Feature	Submission Assessment (5.1 above)	Flexible	
		Materials Assessment (5.2 above)	Workshop Assessment (5.3 Above)
Time Requirements by organisations - <b>number of man days.</b> (Please note these are all approximate but based on past experience)	35 – approx 30 for writing submission & 5 for site visit (more if guides are used)	16 – 1 day to write Introduction Document, assumes 10 people at awareness day and 5 days collecting evidence	26 – 1 day to write Introduction Document, assumes 10 people at awareness day and 10 at 1.5 day workshop
Assessors	2 – 3 Trained and experienced EFQM European Excellence Assessors	2 Experienced. Trained EFQM European Excellence Assessors	2 Experienced. Trained EFQM European Excellence Assessors & with proven experience in facilitating workshops.
Application cost	9,000 Euro Member 11,700 Euro Non Member	9,000 Euro Member 11,700 Euro Non Member	11,000 Euro Member 11,700 Euro Non Member
Assessor Costs (Please note these are approximate but based on past experience)	3000 Euro - 3 assessors for consensus and site visit meeting	2,700 Euro - 2 assessors for awareness day & site visit	2,700 Euro - 2 assessors for awareness day & site visit
Nature of Feedback	Feedback by criteria + score + overview (approx 12 pages)	Feedback by criteria + score + overview (approx 12 pages)	Feedback by criteria + score + overview (approx 12 pages)
Key Differential in Approach	Structured, focused submission document	Assessment involving day to day materials used by the organisation	Workshop promoting ownership of strengths and areas for improvement

## Appendix 6: EFQM Glossary of Terms

The following is a list of terms used throughout the EFQM Excellence Model guidance material. It has been compiled in order to help understanding and use of the Model.

<b>Benchmark</b>	A measure, “best in class” achievement; a reference or measurement standard for comparison; this performance level is recognised as the standard of Excellence for a specific business process.
<b>Benchmarking</b>	A systematic and continuous measurement process; a process of continuously comparing and measuring an organisation’s business processes against business leaders anywhere in the world to gain information that will help the organisation take action to improve its performance
<b>Core competencies</b>	A well performed internal activity that is central to an organisations competitiveness, profitability or efficiency
<b>Corporate Governance</b>	Defining and implementing a system of rules, processes, procedures and relationships to manage the organisation and fulfil its legal, financial and ethical obligations
<b>Corporate Social Responsibility</b>	Policies and practices to measure and manage the environmental performance and social impact of the organisation, its reputation in these areas, and two-way communication with society and stakeholders
<b>Creativity</b>	The generation of ideas for new or improved working practices and/or products and services.
<b>Critical success factors</b>	The prior conditions that must be fulfilled in order that an intended strategic goal can be reached
<b>Culture</b>	The total range of behaviours, ethics and values which are transmitted, practised and reinforced by members of the organisation.
<b>Empowerment</b>	The vesting of employees with necessary skills, knowledge, information and authorities in such a way as to enable them to take action necessary to produce the specified outputs in the most effective and efficient way. A periodic setting clear targets gives the necessary guidance within the framework of the overall objectives of the organisation
<b>End to end processes</b>	A value stream that crosses functions and organisations in order to create or deliver a product or service
<b>Equal opportunities</b>	The practice of ensuring all employees and users of services receive fair and equal treatment
<b>Ethics</b>	The universal morals that the organisation adopts and abides by.
<b>Excellence</b>	Outstanding practice in managing the organisation and achieving results based on fundamental concepts which will include: results orientation, customer focus, leadership and constancy of purpose, processes and facts, involvement of people, continuous improvement and innovation, mutually beneficial partnerships, public responsibility.
<b>External Customers</b>	The external customers of the organisation. These may also include other customers in the chain of distribution.
<b>Finances</b>	The short term funds required for the day to day operation of the business, and the capital funding from various sources required for the longer term financing of the organisation.
<b>Fundamental Concepts of Excellence</b>	The set of principles and ideals upon which the EFQM Excellence Model is based
<b>Good/best practice</b>	An error free, proven and documented working practice that exceeds the norms of known, current operational performance within a specific business environment
<b>Governance</b>	The framework of authority and control within an organisation
<b>Innovation</b>	The practical translation of ideas into new products, services, processes, systems and social interactions.
<b>Intellectual capital</b>	The value of an organisation that is not captured in its traditional financial accounts. It represents the intangible assets of an organisation and is the difference between the market and book value. Commonly defined components are human capital, structural capital and customer capital
<b>Key Performance Results</b>	Those results, not covered by Customer, People and Society that it is imperative for the organisation to achieve
<b>Knowledge</b>	Knowledge is part of the hierarchy made up of data, information and knowledge. Data are raw facts. Information is data with context and perspective. Knowledge is information with guidance for action.

<b>Lagging Indicators</b>	Lagging indicators show the final outcome of an action, usually well after it has been completed. Profitability is a lagging indicator of sales and expenses. Perception measures are also referred to as lagging (trailing/following) indicators. A perception result relates to direct feedback from a stakeholder e.g. when employees respond via an internal attitude survey
<b>Leaders</b>	The people who coordinate and balance the interests of all who have a stake in the organisation, including: the executive team, all other managers and those in team leadership positions or with a subject leadership role.
<b>Leading Indicators</b>	Leading indicators. Sometimes referred to as driving indicators, are usually measured more frequently than lagging indicators. They are the result of a measurement process that is driven by the organisation itself and it is entirely within their span of control e.g. measuring process cycle times. Leading indicators are those that predict, with a degree of confidence, a future outcome. Employee satisfaction, although a lagging indicator, the morale of staff is usually recognised as a leading indicator of customer satisfaction
<b>Learning</b>	The acquiring and understanding of information that may lead to improvement or change. Examples of organisational learning activities include benchmarking, internally and externally led assessments and/or audits, and best practice studies. Examples of individual learning include training and professional qualifications.
<b>Management System</b>	The framework of processes and procedures used to ensure that the organisation can fulfil all tasks required to achieve its objectives.
<b>Mission</b>	A statement that describes the purpose or raison d'être of an organisation. It describes why the business or function exists.
<b>Organisational Agility</b>	The ability of an organisation to react positively to required changes in speed, focus, goals, actions and timescales that effect its ability to perform
<b>Partnerships</b>	A working relationship between two or more parties creating added value for the customer. Partners can include suppliers, distributors, joint ventures, and alliances. <i>Note: Suppliers may not always be recognised as formal partners.</i>
<b>People</b>	All of the individuals employed by the organisation including full time, part time, temporary and contract employees.
<b>Perception</b>	The opinion of an individual or group of people.
<b>Performance</b>	A measure of attainment achieved by an individual, team, organisation or process.
<b>Policy and Strategy</b>	Strategy is the way an organisation implements its mission and vision, based on the needs of major stakeholders and supported by relevant policies, plans, objectives, targets and processes
<b>Process</b>	A sequence of activities which adds value by producing required outputs from a variety of inputs.
<b>Process Indicators</b>	Leading indicators relative to the performance of a process
<b>RADAR</b>	<b>R</b> esults, <b>A</b> pproach, <b>D</b> eployment, <b>A</b> ssessment and <b>R</b> eview
<b>Stakeholders</b>	All those who have an interest in an organisation, its activities and its achievements. These may include customers, partners, employees, shareholders, owners, government, and regulators.
<b>Society</b>	All those who are, or believe they are, affected by the organisation, other than its people, customers and partners.
<b>Supply Chain</b>	The integrated structure of activities that procure, produce and deliver products and services to customers. The chain can be said to start with the suppliers of your supplies and ends with the customers of your customers
<b>Sustainable Excellence</b>	Excellent results with respect to Performance, Customers, People and Society are achieved through Leadership driving Policy and Strategy that is delivered through People, Partnerships and Resources, and Processes
<b>Values</b>	The understandings and expectations that describe how the organisation's people behave and upon which all business relationships are based (e.g. trust, support and truth).
<b>Vision</b>	A statement that describes how the organisation wishes to be in the future.