

Committed to Excellence

Information Brochure

Helping with your decision to apply



Committed to excellence

About the EFQM Levels of Excellence

The EFQM Levels of Excellence is created to motivate and encourage systematic improvement, helping organizations attain the highest levels of Excellence in their use of the EFQM Model. It also provide a focus for benchmarking and learning. The attained maturity in excellence impacts all organisational stakeholders – people, suppliers, customers and society. Organisations may apply to whichever of the three distinct levels they think is most appropriate for their ambition. More information is available at www.efqm.org

**“Create passion
and commitment”**

Table of Contents

Item	Page
Introduction	3
EFQM Levels of Excellence	3
Committed to Excellence	6
Why Committed to Excellence?	6
Who is the scheme aimed at?	7
What is involved?	7
Success Criteria	10
The benefits	11
Application and fees	11
Other costs to consider	12
Appeals and Re-applications	12
What's Next?	13
Appendices	
Appendix 1 - The fundamental concepts of Excellence	14
Appendix 2 - Overview of the EFQM Excellence Model	16
Appendix 3 - The RADAR logic	18
Appendix 4 – Other useful publications	20



Introduction

This information pack is aimed at organisations that wish to know more about the EFQM Levels of Excellence scheme and specifically, Committed to 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 Committed to 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 European 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. They provide milestones and demonstrate progress to your people, suppliers and your customers.

EFQM Levels of Excellence has been developed by popular demand to answer a clear and pressing need for a staged route towards the highest levels of Excellence. The Levels of Excellence insignia, a distinctive stepped pyramid, may be used in its various forms by organisations or organisational units who successfully reach the appropriate levels

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 European Quality 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 creation of a detailed Submission Document of up to 75 pages to a specified timetable, which is assessed and scored by a team of EFQM Assessors. These EFQM trained 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. If the submission achieves a score above the threshold set by the Award jury, the Assessor team will visit the organisation for up to a week. Applicants will be required to allow the Assessor team open access to all areas of their operations. The team will visit the organisation in order to match the description in the submission with independent evidence, verify the score across all criteria and produce a detailed feedback report.

From this, an expert jury reviews reports on each Applicant and levels of recognition are decided. Entries are awarded Finalist, Prizewinner and, ultimately, EFQM Excellence Award winner status. Any enterprise reaching EEA Finalist 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/levels/eqa

II. Recognised for Excellence - *Chart your progress*

This level is designed for organisations, or organisational units, with experience of Self-Assessment using the EFQM Excellence Model. It is based on the full Model, including all 32 criteria parts parts. It offers Applicants the benefits of a structured approach to identify organisational strengths and areas for improvement. Applicants undergo a similar process to the full EFQM Excellence Award application, but produce a shorter submission in a predetermined format.

They will also commit to host a team of two or three and for very large complex organisation four EFQM trained Assessors on a site visit that is typically three days. This team will review the Submission Document; 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 a twelve-month period.

The programme will recognise Applicants whose score is confirmed at 300 or more points after the Assessor team have completed their site visit. A separate brochure for this level is available at www.efqm.org/levels/recognised

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.

Committed to Excellence

Why Committed to Excellence?

Committed to Excellence is designed for organisations, or organisational units, that are at the beginning of their journey to Excellence. For these organisations, the emphasis is on creating passion and commitment amongst internal stakeholders, in order to generate the necessary momentum to start improvement activities. For applicant organisations, Committed to Excellence provides them a practical and simple way to build on their knowledge and experience of the EFQM Excellence Model and RADAR logic.

Who is the scheme aimed at?

All organisations - large businesses, public sector organisations, small and medium-sized enterprises and operational units - can participate. The scheme provides user friendly, practical ways to begin an organisation's journey towards excellence and is therefore primarily designed for those organisations that want:

- ▲ To find out more about how they manage their organisation or an operational unit within their organisation through Self-Assessment and identifying their strengths and areas for improvement against the most widely used management framework;
- ▲ Structured processes for identifying, prioritising documenting and implementing improvement activity;
- ▲ Constructive feedback from an external source about the way improvements are implemented and the results achieved;
- ▲ Some form of recognition for their initial efforts in seeking to become an excellent organisation.

Support Materials for Applicants

All Applicants will receive a full pack of materials including:

- ▲ An Applicants Guide – leading you through the process steps and telling you exactly what the Validator will be looking for during the visit to your organisation
- ▲ Template Action plan
- ▲ EFQM Excellence Model brochure
- ▲ Radarise your Business for Success – to help you understand the RADAR logic
- ▲ Different Self Assessment guidelines – if you do not have a method for undertaking Self-Assessment this will help (Assessing for Excellence)
- ▲ The EFQM Excellence Model in Action – a pack of booklets giving advice, tips and practical examples of implementing tools and the Model in your organisation
- ▲ Excellence One access – a single access to Excellence One the EFQMs e-learning platform and a source of management practices and best practices from a range of sources including EEA winners.



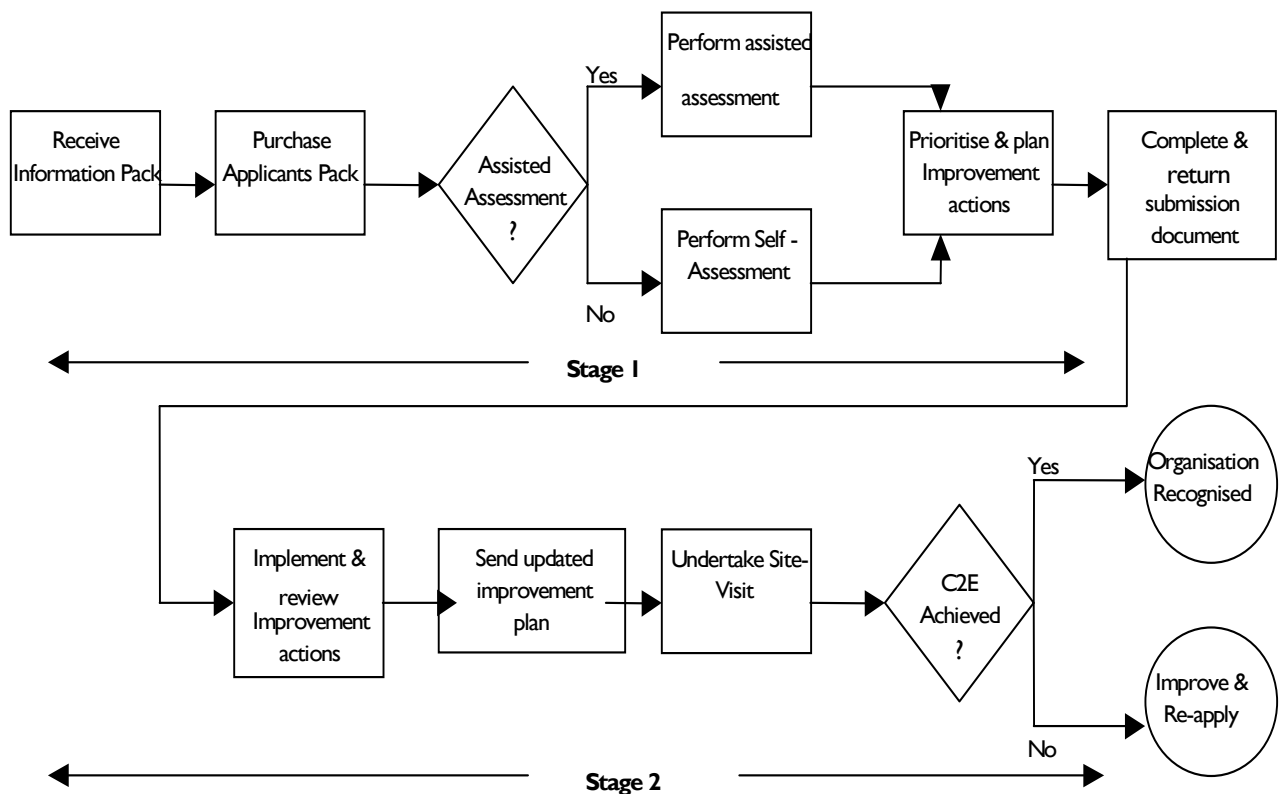
What is involved?

The emphasis of this scheme is on helping organisations understand their current level of performance and establishing improvement priorities. Committed to Excellence is therefore a two-stage process that will run over a 6 - 9 month period.

The first stage involves the organisation assessing themselves against the 9 criteria of the EFQM Excellence Model to understand their current performance. The applicant is then required to use the feedback from the assessment to prioritise and plan actions to address the opportunities for improvement identified.

The second stage requires the organisation to demonstrate that these improvement actions have been deployed. This is confirmed using the 9 criteria of the Excellence Model and the RADAR measurement system through an independent validation.

The Committed to Excellence process is shown and described in more detail below:



Stage 1 - Self-Assessment:

Stage one may be completed before the Applicant applies for Committed to Excellence however, for those who have not undertaken their Self-Assessment, all the documentation and guidance required to complete Stage 1 is provided, see page 17. The whole process for Stage 1 has been planned to last typically one day.

The structure of the Self-Assessment is based around the 9 criteria of the EFQM Excellence Model. As part of the application pack participants will receive a Self-Assessment product that will help them through this stage. However, Applicants are free to choose their own methodology as long as it conforms to the requirements to:

- ▲ Be based on the 9 criteria of the EFQM Excellence Model
- ▲ Allow for the identification of Strengths and Areas for improvement

Any organisation unclear whether their methodology meets these requirements should contact the EFQM to check. Contact details are in section 5.

Part of the time is likely to be spent on the Self-Assessment and the remaining part of the day, on identifying improvement actions and documenting an improvement plan.

The main steps involved in developing an improvement plan are:

- ▲ Agreeing the criteria against which you will prioritise your improvements
- ▲ Planning your improvement activities

Prioritising the improvements identified during your Stage 1 assessment will allow you to concentrate on the important activities that will have the highest impact on performance or achievement of business goals once deployed. The next step is to develop your Action Plan both to help monitor your actions as well as to provide the necessary documentation for validating deployment during the Site Visit.

While Stage 1 has been designed so that the organisation can undertake the assessment and develop its improvement plan unsupported, there is another option. Applicants can request to have this process facilitated by an individual trained by the EFQM or National Partner Organisation. This provides the benefit of working with an individual who is familiar with the EFQM Excellence Model and who can provide constructive assistance when realistically assessing strengths and areas for improvement. This option is highlighted in the application document.

At the end of Stage 1, the applicant will have produced a high level profile of the organisation against the 9 criteria of the EFQM Excellence Model. As a result, it will have developed an understanding of its strengths, areas for improvement and as a consequence, produced a prioritised improvement plan.

Stage 2 – Site Visit

For an organisation to be recognised for Committed to Excellence, it must demonstrate that it has successfully deployed an improvement plan, based on the feedback from Self-Assessment against the 9 criteria of the EFQM Excellence Model. Stage 2 of the process, Site Visit, is the mechanism whereby deployment of the improvement plan is tested and a decision to confer recognition is determined.

The Site Visit should take place approximately 6-9 months after you have created your Self-Assessment Action Plan. The date will be agreed between the applicant and the EFQM or NPO and will be carried out by an individual who has been trained and licensed by either the EFQM or NPO.

The RADAR measurement framework is at the heart of the Site Visit and successful organisations will receive a certificate confirming that they have been recognised as Committed to Excellence. Organisations can then consider whether they wish to repeat the process again at some time in the future or progress towards Recognised for Excellence.

Those organisations not successful will receive guidance on where they need to improve before re-applying for Committed to Excellence.

Success criteria

To complete the process successfully you will need to comply with all of the following:

- ▲ Complete and return the application document (**by e-mail, where possible**)
- ▲ Enclose appropriate application fees with your application
- ▲ Complete a Self-Assessment based on the 9 criteria of the EFQM Excellence Model
- ▲ Submit the standard documentation required (your feedback from Self-Assessment and your Action Plan) in advance of your site visit



- ▲ Demonstrate that you have deployed your Action Plan during Site Visit. This will be validated using the RADAR framework against a specified and defined profile. (This profile will be made available to all organisations as part of the documentation provided on application. Organisations that demonstrate that they are Committed to Excellence will be able to use the recognition in their commercial and promotional efforts for up to two years.)

As described above the full process must be completed within 9 months.

The benefits

The reasons why your organisation should apply and the specific benefits to you are

- You want your organisation or operational unit to know how to **identify areas for improvement through Self-Assessment**, in a simple and practical way
- You want to be more structured and rigorous in the way you **prioritise, document and implement** the resulting improvement activities
- You want to receive constructive **feedback** from an **experienced external source**, on the improvement projects you have implemented and the results achieved. The feedback provided will help you focus further 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 initial efforts as you start a systematic implementation of excellence concepts.
- 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 for the site visit.

Application and fees

EFQM Members – 5,200 Euros

Non members – 6,500 Euros

This includes support materials and the 1-day site visit but does not include expenses. In cases of particularly large or complex organisations the need for additional Validator time and costs will be discussed at the time of enquiry or application.

Other costs to consider are:

Some organisations find it helpful to be supported during this process and they are free to contact and work with any organisation of their choosing.

However, if you require your Self-Assessment and improvement-planning workshop to be supported by an EFQM trained Facilitator, please contact EFQM to discuss fees.

Applicants will be expected to refund Facilitator or Validator expenses directly both 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.



Appeals and Re-applications

The site visit process is designed to validate deployment of three improvement actions derived from Self-Assessment against the 9 criteria of the EFQM Excellence Model.

A profile based on RADAR, has been developed to provide the necessary evidence that an applicant is Committed to Excellence and to ensure that the level of recognition is consistently applied across Europe.

This profile is the minimum requirement necessary to be recognised and is provided to all organisations in the document entitled, **Guide for Applicants**. During the site visit, the Validator will positively search for evidence to assess deployment of the improvement actions and the applicant will have every opportunity to demonstrate that they meet the minimum profile. All Validators are trained and calibrated to undertake site visit, the process includes verbal feedback and a written report. 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 awarded or the contents of the feedback report.

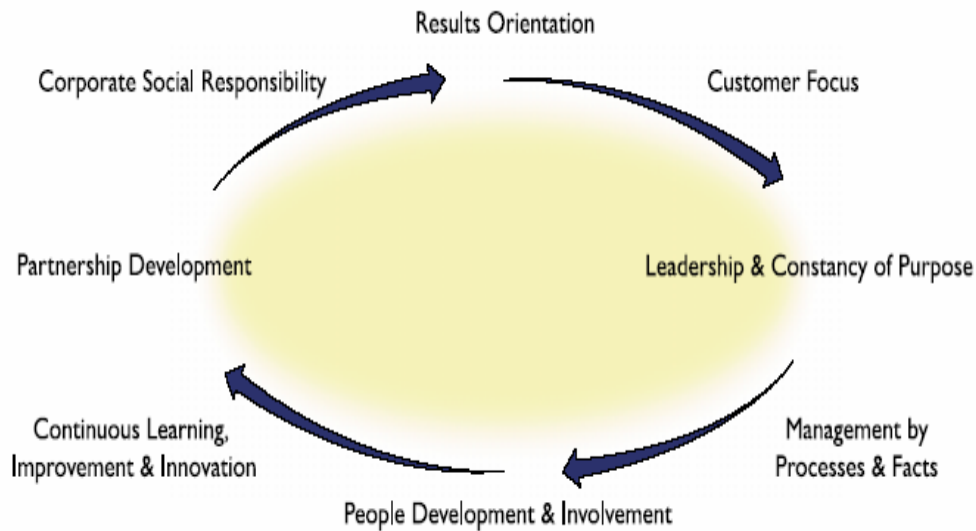
In the spirit of continuous improvement, where an organisation is close to meeting the required profile, they will be able to re-apply to participate in the Committed to Excellence Scheme within three months of the original site visit. This will be based on validating deployment of the original 3 improvement actions. The fee for this application will be based on the costs involved in organising and managing the site visit. There will be no requirement to undertake a new Self-Assessment or to purchase new materials. Where necessary, the EFQM will facilitate discussion between the Applicant and the Validator 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.

If an organisation re-applies more than 3 months after the original site visit, it must complete the full Committed to Excellence process that includes undertaking a new Self-Assessment. The benefits of reviewing the organisation against the 9 criteria of the EFQM Excellence Model, one year or more after the original application is important to demonstrate that improvement priorities are relevant and reflect organisational needs. The fee for this application will be based on the costs involved in organising and managing the site visit. There will be no requirement to purchase new materials.

What's next?

To find out more about EFQM Levels of Excellence and all other activities, please write, call, fax or e-mail us at the following address:

EFQM Brussels Representative Office Avenue des Pléiades 11 1200 Brussels Belgium	Telephone: +32-2 775 35 11 Facsimile: +33-2 772 35 35 E-Mail: levels@efqm.org
--	---



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

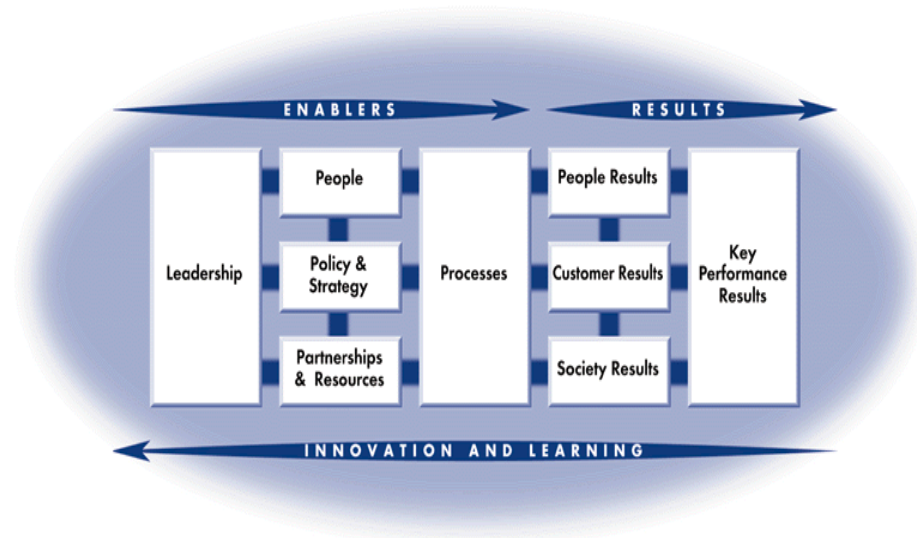
Excellence is developing and maintaining value-adding partnerships.

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*.



® The EFQM Excellence Model is a registered Trademark

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.

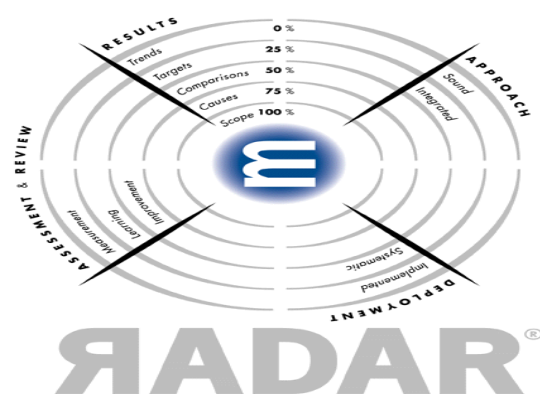
Model contents structure

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. Use 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:

Results,
Approach,
Deployment,
Assessment and Review

This logic states that an organisation needs to:

- ▲ Determine the **Results** 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 **Approaches** to deliver the required results both now and in the future.
- ▲ **Deploy** the approaches in a systematic way to ensure full implementation.
- ▲ **Assess and Review** 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

Other useful publications

Other publications you may find useful and available from your NPO and EFQM include:

TITLE	PURPOSE	AUDIENCE
Introducing Excellence	Overview of the Model, the Concepts, the Award and Self-Assessment	Anyone with a general enquiry or interest on the EFQM, the EFQM Excellence Model and Model related activities
Fundamental Concepts of Excellence	To provide detailed information on the Fundamental Concepts. To persuade senior executives that the Model has value, and is based on sound business sense.	Those with an interest in the concepts underpinning the Model. Senior Executives and people who need to persuade Senior Executives.
The EFQM Excellence Model - 2003	To provide details on the EFQM Excellence Model, including the linkages with the Concepts, criteria and criterion-parts	Award Applicants (2004 awards onwards) Self-assessment practioners including internal and award assessors Quality professionals and others with a wish to understand the Model in more detail Also supporting Material for the EFQM Assessor Training Course
The EFQM Excellence Model – 2003 Public Sector Version	As above with Public Sector differences	As above but also for those with a specific interest in using the Model within Public Sector organisations
The EFQM Excellence Model – 2003 Small and Medium Enterprise Version	As above with SME differences	As above but also for those with a specific interest in using the Model within SMEs
Assessing for Excellence – A Practical Guide for Self-Assessment	To provide a summary of what self-assessment is, the value of it, the different approaches to self-assessment and their respective risks and benefits	People either charged with, or involved in, developing Self-Assessment strategies in their organisation People who wish to benchmark their current Self-Assessment approach Also supporting material for the EFQM Self-Assessment Training Course
Excellence One Tool Box and CD-ROM	A comprehensive, interactive, online learning platform for Performance Excellence.	Any organisation or individual wishing to have access to regular news updates, latest management practices and tools and discussion forums on Performance Excellence topics.