

# EFQM Recognised for Excellence

## Applicant Guide



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## Overview

The objective of this guide is to help you prepare for the EFQM Recognised for Excellence assessment process. Following the advice in this guide will help you present your organisation's achievements effectively and help maximise the value added by the feedback report you receive at the end of the process.



### EFQM Excellence Award

For High Performers

The objective of the EFQM Excellence Awards is to recognise Role Model organisations in Europe and beyond, whether private, public or non-for-profit. These are excellent organisations with an indisputable track record of success in turning strategy into action and continuously improving their performance.

### Recognised for Excellence

Chart your Progress

Recognised for Excellence provides externally validated analysis of your organisation's performance and recognises your achievements. It provides you with a framework to increase your competitiveness, productivity and efficiency. You will understand how well your current management practices are delivering the results and you will discover learning and improvement opportunities.

### Committed to Excellence

Create Passion and Commitment

Committed to Excellence Project Validation and Assessment are developed to introduce you and your organisation to business excellence. Going through one of the two options your organisation will receive a valuable feedback and recommendations to the next steps for your journey towards excellence.

## Who is the Recognised for Excellence for?

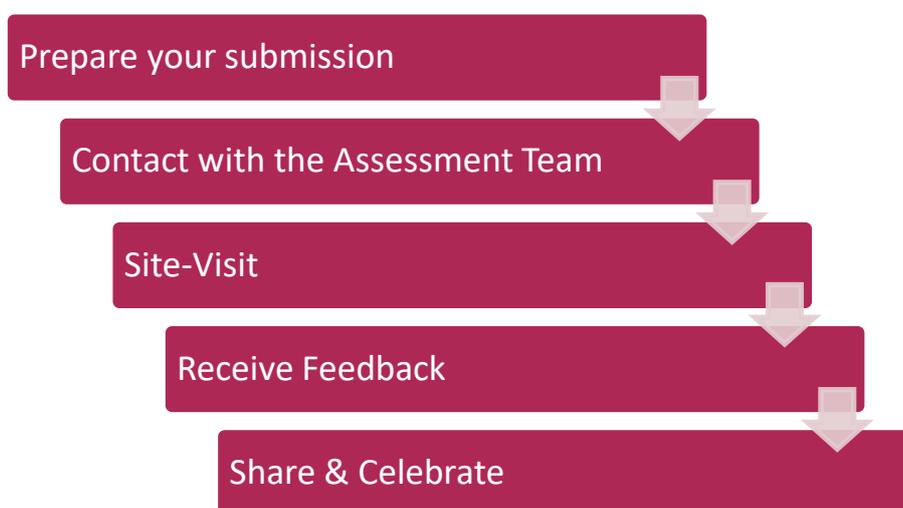
Any organisation or business unit can apply at any time, regardless of their location, size or sector. The Recognised for Excellence is designed for those organisations or business units that are well on their way to organisational excellence.

A typical profile of an applicant organisation:

- Most important results have been improving for 3 years and have some external comparative data to put them into context
- Major processes are defined, controlled, regularly reviewed and some clear improvement in approaches over time can be demonstrated
- Have assessed themselves against the EFQM Excellence Model and have confidence to score above 300 points

## The Recognised for Excellence process overview

The EFQM Recognised for Excellence assessment can be organised any time of the year when it is more convenient for your organisation. 0



### Phase 1: Prepare your submission

This is the moment where the decision to engage or not into the process is made. Preparing and discussing internally a first version of your project plan and an estimate of the associated cost and benefits will help you to take this decision.

Once you have decided to apply to the EFQM Recognised for Excellence, you need to prepare the Management Document (submission document) and send it together with the signed Application Form.

- If you have already planned the site-visit date but don't have the Management Document ready, you can send the Application Form only (so EFQM can start recruiting assessors)
- You need to submit your Management Document around 6 weeks before the site-visit so that the team can prepare the assessment

Once the site-visit date is fixed, EFQM carries out the Assessor Selection Process and builds the Assessment Team (Team Leader + Assessors). Before officially confirming the team composition, EFQM will send you the list of assessors in the team so that you can check whether there is any conflict of interest between you and any of the assessors.

- For example, a conflict of interest could occur where an Assessor is personally involved with your organisation as a key customer or key supplier or has worked for your organisation in the past. EFQM will also check this with the assessors.

Once both the applicant and the assessors have confirmed there is no any conflict of interest, EFQM will put you in contact with the team. You will need to send a printed copy of the Management Document to each assessor. The electronic copy of the submission document is enough for EFQM.

## **Phase 2: Contact with Assessment Team – Site-visit preparation**

EFQM will introduce you to the Assessment Team by email. You can then already contact the team. The size of the team will depend on the size and scope of your organisation but it is typically a team of 3-6 assessors.

During this phase, your main contact person will be the Assessment Team Leader. He/she will introduce him/herself, and possibly ask you to provide additional information to complement or clarify some aspects of the submission document.

The preparation previous to the site-visit will be done remotely and the assessors will be working with the team through conference calls or emails.

This will be a period of on-going interactions in order to create together the best possible plan for the site visit:

- Agendas/plans/logistics
- Translation needs
- Data to be collated for the team on arrival
- Key contact co-ordinates
- Key deadlines
- etc.

You will probably also be in contact with EFQM during this time and please keep EFQM aware of any problem or issue.

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## Phase 3: Site-Visit

The site visit normally takes between 3-5 days. During this time, employees at all levels in your organisation are interacting with the assessors (interviews, presentations, walkabouts...). Your organisation's performance will be assessed against the EFQM Excellence Model using the RADAR logic for assessing and scoring.

The site visit is carried out in a very open and constructive atmosphere, it is the moment of truth where you create impressions for the Assessors and supply them with tangible and intangible evidence.

- The assessor team arrives on the afternoon/evening of the day before the site-visit starts and prepares the opening of the assessment.
- The site visit starts with the Opening Meeting between the Assessment Team and your Senior Management Team. During this 1-hour meeting, the Assessment Team will introduce themselves, explain the site visit plan and share with you their expectations for the site-visit. They will also ask you to introduce yourselves and present shortly your organisation and share your expectations for the week. This meeting is key to start the site-visit with an open and honest atmosphere.
- After the Opening Meeting and for the next 2-3 days, the Assessment Team will interview different people in your organisation and conduct also focus groups. You will have discussed the agenda with the Team Leader in advance so please make sure the involved people are available for their interviews.
- At the end of each of the interview days, you will conduct a Mirror Meeting with the Team Leader (and some of the team members if needed). During this 30-minutes meeting, both the Team Leader and you will exchange your impressions about the day and how the site visit is going. It is really important to have this meeting every day and be open and transparent as this is the moment to re-affirm the assessment is going well or take corrective actions. Any concern should be mentioned during this meeting.
- After the interview days, the assessors will have the consensus meeting, score your organisation and write the first draft of the Feedback Report. They will also prepare the Closing Meeting for the last day of the site-visit.
  - The team uses the EFQM Excellence Model and the RADAR to come to a consensus and agree analysis of your organisation
- During the Closing Meeting, the Assessment Team will share their high level impressions with you and will shortly show you some strengths and areas for improvement of your organisation. Please note that the level of Recognition you get is not shared during the Closing Meeting. You will receive this information from EFQM shortly after the site-visit is over.

### Hospitality Guidelines

We highly appreciate that applicants host the assessors as well as they can and that treat them with respect. This is also the way we expect the Assessment Team to behave.

Normal practice is to send someone to pick them up in the airport or give them clear indication on how to arrive to the hotel on the evening before the Day 1 of the site-visit.

It is also common that you take the Assessment Team for dinner on Day 1 of the site visit but it is not mandatory. The feedback we got is that this is really useful to enhance the cooperation and have a “relaxed and informal” moment between the Assessment Team and your representatives. Please note that the day for the meeting can be discussed with the team but normally the Day 1 is the best as the Assessment Team will be very busy the rest of the days. If the team agree and have the time, you can also invite them to sightsee the area.

Some courtesy gifts can also be offered to assessors but of a small value. We want the applicant to treat the assessors according to normal business practices. Please don't treat assessors as VIP. Don't plan any event for them without their agreement as the site-visit week is very demanding; and they need to work lots of hours in order to perform as better as possible (taking rest is also crucial).

## Phase 4: Receive Feedback

After the site visit, the Assessment Team finish the written Feedback Report and send it to EFQM. EFQM will then proofread it checking it is consistent and that the score reflects what the team has found out.

We will send you a Congratulation email with:

- The outcome of the assessment
- The logos you can use for promotional use
- The certificate – we will send you a framed one once the spelling check is done
- A link to an online satisfaction survey – please complete it as we use the comments to improve the process
- The Feedback Report that consists on:
  - Executive summary
  - Elements of context, process and thank you
  - Detailed feedback at criteria level (9) with the strengths and areas for improvement of your organisation (performance assessed against the EFQM Excellence Model using the RADAR logic for assessing and scoring)

When the content of the feedback report is well understood and analysed, it is the time to start managing the change and work on continuous improvement programmes.

## Phase 5: Share & Celebrate

There are potentially 3 outcomes:

### 3 Star:

- Has demonstrated its ability to lead changes
- Some good management practices are in place and impact positively on the results of the organisation



### 4 Star:

- Performs well in a number of areas and takes change seriously
- Get things done and can demonstrate it has invested in some of the practices that will lead to success
- Results are improving



### 5 Star:

- Is a high performing organisation where change is managed
- Improves, refines and simplifies the practices it uses to achieve its goals
- Achieves results in line with the strategy



Once the feedback report and the recognition have been delivered, it is the moment to celebrate within your organisation but also to *Share What Works*. EFQM documents, together with you, Good Practices based on the findings of the Assessment Team during the assessment process (if available). Those are included in the EFQM Knowledge Base to allow EFQM members to learn from other members.

At the same time, if you have been recognised 5 Star, EFQM might invite you to host a Good Practice visit, a one-day event at your premises where you can share your experience and your good practices with other EFQM members.

EFQM will communicate your achievement in the newsletter and in the Recognition Database on the EFQM Website.

## Helpful Hints

Phase	Do	Don't
Site-visit preparation	Prepare the site-visit in advance; be in regular contact with the assessment team leader	Don't wait until the very last moment to prepare the site-visit and arrange the agendas of all the people involved
Site-visit preparation	Brief your people about how an EFQM Assessment works and how the site-visit works.	Don't expect them to be familiar with an EFQM Assessment if it is their first time
Site-visit	Ensure you have relevant supporting materials available during the interviews; interviewing in the workplace means they can explain information during the interview.	Don't print everything and leave it in the room for the Assessors to read; the assessors will ask for what they need to see during the interviews.
Site-visit	You can offer the team to join you for dinner on <u>one night</u> during the assessment.	Don't forget that the assessor team will need time both on-site and in the evening to discuss their findings.
Site-visit (Mirror Meetings)	Raise concerns to the assessment team leader (and EFQM if needed) during the Mirror Meetings or any other moment	Don't wait until the site-visit is over as it might be too late and don't underestimate the value of the Mirror Meetings
Site-visit (Closing meeting)	Expect to receive high level findings about your organisation from the assessor team during the Closing meeting at the end of the site-visit	Don't expect to receive the score or potential outcome

## Documents to submit

In order to apply, you need to prepare and send the following documents to EFQM:

### EFQM Recognised for Excellence Application Form

This is the official document you need to fill in and sign in order to officially apply. It is a one-page document where we ask you to provide the basic information about the organisation. You can send this form signed to EFQM any time in the year.

### Management Document

This is the document the assessor team will use as the first input for the assessment. The Management Document contains the following parts:

- **Key Information:** This summarises the organisation's operating environment, structure, stakeholders and strategic objectives (around 5-10 p)
- **Enabler Map:** This describes the key approaches they have adopted to achieve the strategic objectives (around 10-15 p)
- **Key Results:** This gives an overview of the key results the organisation has achieved, showing how effectively they are progressing towards their strategic goals (around 5-10 p)

This document is around 35-40 pages long but you can add some graphs, charts etc. as annex at the end of the document.

A template and a User Guide to complete the Management Document is available; please ask EFQM.

## Other useful information

### Recognised for Excellence fee

The EFQM Recognised for Excellence fee varies depending on the size and scope of the organisation and the relationship with EFQM (member or non-member):

- **EFQM Members:** the fee is between 7.000 and 12.000 Euro
- **Non-EFQM Member:** the fee is between 9.000 and 15.000 Euro

### Other associated costs

On top of the application fee, please bear in mind that there are some other costs associated to the assessment process:

- **Travel and accommodation of the Assessment Team for the site-visit:** both the travel and accommodation of the assessors during the site-visit need to be covered by your organisation. We don't have any specification about the category of the hotel but please make sure to put all the assessors together in the same hotel. For the travel, economy class is the standard for flights and other ways of transportation.
- **Other:** printing and shipping of submission document, translations (if needed) etc.

## Assessment Process – Assessor view

All the assessors are trained against the EFQM Excellence Model 2013. They normally work in teams of 3 – 6 assessors (depending on the size and scope of your organisation) and they spend around 300 hours assessing your organisation.

The different phases from an assessor’s point of view are briefly explained below:



### Phase 1: Complete the Individual Pre-work

Once the assessor has received the official participation confirmation from EFQM, starts working in your application. Using your submission document as the main document to work, each assessor makes the individual preparation. The assessors start working in your organisation’s strategic themes.

### Phase 2: Consolidation and Clarification

The team consolidates the pre-work and starts working as a team. The Team Leader might contact you for clarification and to make sure the team have understood your organisation’s strategy, objectives and context.

### Phase 3: Prepare for Site Visit

The Assessment Team starts preparing the site-visit and the site-visit plan. They will also discuss the main logistic details with you. The team leader assigns ownerships around the criteria and the assessors start to prepare their parts for the site-visit. During this time, the interaction within the team is continuous and the team leader organises different conference calls and exchanges emails to follow up on the work done.

### Phase 4: Conduct Site Visit

As mentioned before, the assessor travels to your premises to conduct the site-visit. During these days, they will meet different people from different levels in your organisation.

### Phase 5: Consolidate, Prepare Feedback and Score

While conducting the different interviews and focus groups, the assessors will write down their individual notes and share briefly with the rest of the team. Once the interview days are over, the team will sit together and consolidate all the findings. They will prepare the first draft of the Feedback Report and score your organisation using the RADAR. Once they leave your organisation, they will write the final version of the Feedback Report and send it to EFQM.



EFQM

Avenue des Olympiades 2

1140 Brussels, Belgium

Tel +32 (2) 775 35 11

Fax +32 (2) 775 35 35

[www.efqm.org](http://www.efqm.org)



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Leading Excellence