



SUSTAINING OUTSTANDING RESULTS

THE TOP UK COLLEGE



EFQM
Leading Excellence

CITY OF GLASGOW
COLLEGE

THE JOURNEY TOWARDS EXCELLENCE...

“ ...there is a continual improvement loop, feeding back the learning from the results achieved and using creativity and innovation to drive increased value for all the stakeholders. ”

IGNITING THE PASSION FOR SUCCESS

EFQM is a network of remarkable and like-minded organisations who share a common vision of Excellence, as a continuous Journey together.

Through each Success Booklet, EFQM brings to you inspiring stories of people and companies who have successfully deployed the Model and experienced its many benefits. Here we take a closer look at how they did it ...

EFQM ENABLES YOU TO CONNECT, LEARN, ACT, ACHIEVE, SUCCEED

The EFQM Excellence Model provides organisations with a platform and common language to share their experiences and learn from others. The desire to share, learn and innovate is what drives our economies forward. A derived observation is the fact that what was considered "best practice" yesterday rapidly enters the mainstream and becomes common practice today. To stay ahead, organisations need to adapt faster than ever.

Introducing a proven practice from one sector to another is one way to achieve this...

EDUCATION SECTOR

THE STORY OF CITY OF GLASGOW COLLEGE



PLEASE PROVIDE A BRIEF SUMMARY OF YOUR BUSINESS

City of Glasgow College (CoGC) is Scotland's largest technical and professional skills college providing world class education and training across a diverse range of professional and technical disciplines. This flagship college delivers a range of over 2000 programmes from Access level through to Master's degree level provision.

We recruit, develop and invest in the highest calibre of professional teaching and support staff. The College attracts professionals with excellent qualifications and industry experience as well as a diversity of values in its staffing profile. We currently employ almost 1400 people of which 799 are teaching staff and 553 are support staff. We are a global provider of technical and professional education. CoGC delivers across at least 30 disciplines and is renowned internationally as a centre of excellence for Maritime education, for its work in the Food & Hospitality Industry and award winning activity in Procurement and Creative Industries. Additional Industry Academy areas include Engineering; Business & Computing/ICT; Sport, Hair and Beauty, Care & Social Science.

WHEN DID YOU START USING THE MODEL?

City of Glasgow College has systematically been implementing the Excellence Model since its merger 6 years ago. The college chose to use the Excellence Model as it provided a consistent

approach to focus our desire to deliver quality education for our customers; people progressing in education, those returning to reskill or employees from companies who require further training. We have found that using the Excellence Model has helped our customers realise their potential.

The ability to compare ourselves to the best in the world has assisted us in identifying the progress that we have made. However, importantly, it has provided us with an independent view of where we need to focus to further develop.

One of our highlights has been working with our people to develop a structured approach to creating a clear customer focus that ensures that we meet our customer needs at each of the key "touch points" with the college.

HOW DID YOU GET STARTED?

City of Glasgow College started with a merger between three established and successful further education colleges, one of which gained 5 stars R4E in 2009. The college developed a strategy for merging and established within this its ambition to embed the Excellence Model in its development. This strategy for merging made a promise to the Scottish Government that City of Glasgow College would become a Recognised for Excellence 5 star organisation by 2015.



Our first step on this journey was to establish a project team whose focus was developing a plan towards achieving Recognised for Excellence. We identified key staff within our Performance function and beyond, and with EFQM's assistance trained them as Assessors. We self-assessed the college over a 3 year period during the project to ensure that we were focused on the improvements that supported the college's development and were in step with our strategic direction.

HOW DID YOUR JOURNEY CONTINUE?

All key managers were trained on the Excellence Model and how to implement it within their departments and functions. The college established a Performance department as a vital component in implementing the Excellence Model. This department was instrumental in working with colleagues over a 3 year period to develop and refine approaches to drive quality improvement and monitor college results. This led to our people being better able to define our key processes and consider how we might refine them to meet our customers' needs.

WHAT VALUE DID IMPLEMENTING THE MODEL BRING TO YOUR COMPANY?

We use the Excellence Model to effectively develop consistent approaches throughout the College. This systematic process aided us in developing a clear purpose (mission) and

way (vision) for the College and also led to the revitalisation of our Strategic Plan.

The implementation of the Model was an opportunity for us to concentrate on developing a shared culture to unite teams and staff after one of the largest mergers in Scottish further education. The College supported the implementation of the Model with considerable investment in programmes such as a Major Change programme and a Leadership Development programme.

In implementing the model, we found that our focus on our customers and how we defined our key business results was clearer. This change was driven from the way in which we had revised our business processes when we implemented the Model. Within the College, our managers and staff embraced the benefits of using the RADAR logic in the development of their departmental activities.

WHICH ASPECTS OF THE MODEL IMPLEMENTATION ARE YOU PARTICULARLY PROUD OF? WHAT ASPECTS OF THE IMPLEMENTATION WERE CHALLENGING?

We are proud of the way in which the use of the Model has produced improvements in how we developed our strategy, business plans and key business results. We see that the use of the Model has been an important strategic tool which is fully integrated into our planning process. This has resulted in a clearer linkage

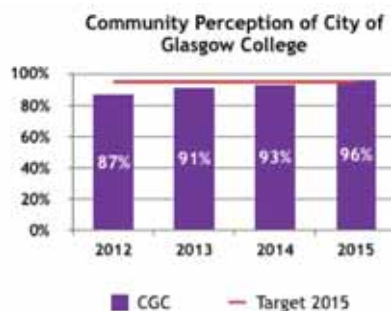
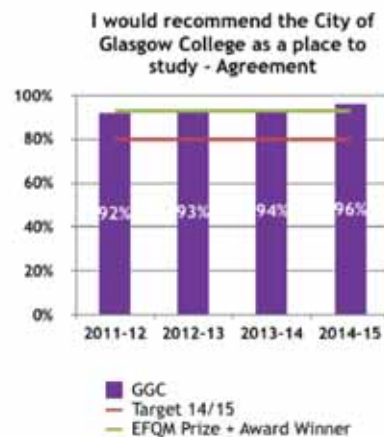
Can you provide some results or tangible evidences of this value/ change after a few years?

Our use of the Model has been valuable and resulted in the College using the Excellence Model to devise a new strategic plan for the 2017 to 2025 period. In addition, the outputs from the self-assessments have become a key input to our strategy development days for our Board, Senior Team and College teams.

AS A RESULT OF IMPLEMENTING THE MODEL, HAVE YOU BEEN ABLE TO IDENTIFY IMPROVEMENTS

The College has identified a number of improvements as a result of implementing the Model, these include:

- Overall student satisfaction consistently exceeds 90% year on year and has increased in the last 3 years from 92% in 2011-12 to 96% in 2014-15.
- Community perception of City of Glasgow College has improved from 87% positive in 2012 to 96% in 2015.
- Satisfaction with commercial courses provided by the College has exceeded 94% every year since 2011-12.



WHAT DO YOU THINK ARE THE KEY BENEFITS OF IMPLEMENTING THE EFQM PHILOSOPHY?

Using the EFQM philosophy has derived 2 main benefits for City of Glasgow College:

- It has re-defined the strategic planning process and the development of business processes that support key business results.
- Secondly, the use of self-assessment as a team activity has engaged all College teams to focus on continuous improvement and this has resulted in developing our people who were involved.



WANT TO KNOW MORE ABOUT CITY OF GLASGOW COLLEGE?

Send your questions and enquiries to EFQM and we will make sure to get an answer for you. You can contact us at:

- info@efqm.org
- +32 2 775 3514



Douglas Dickson,
Performance and Improvement
Director
City of Glasgow College

Do you have the Excellence drive?

After 25 years of working with organisations of different sizes, sectors or maturity, using various approaches to improve their performance, it seems clear that key elements need to be managed for an organisation to excel. We call these elements "The Fundamental Concepts of Excellence".

Used as a strategic evaluation tool, the EFQM Excellence Model offers a holistic view of the organisation, highlighting its strengths and opportunities to improve. Used as a benchmarking tool, the Model will show how an organisation compares to its competitors and other leading organisations. Used as a management tool, it will help set the performance and competency objectives of the organisation...

IF YOU HAVE THE AMBITION, WE HAVE THE RIGHT TOOLS AND NETWORK FOR YOU...

About EFQM

EFQM is a not for profit membership foundation with 25 years' experience of supporting organisations, from Europe and beyond, reach sustainable Excellence and even exceed it. With its carefully designed portfolio of services and a network strong of 30.000 organisations from all sectors, size and maturity, EFQM is recognised by institutions and acknowledged by leaders as a key partner to success.

EFQM is also the custodian of the EFQM Excellence Model, a non-prescriptive framework created by a team of experts from industry and academia that can be used to gain a holistic view of any organisation, regardless of size, sector or maturity. Since its inception, the EFQM Excellence Model has been a blueprint for EFQM members and organisations across and beyond Europe to develop a culture of excellence, drive innovation, and improve results.

In 2016, more than 90% of EFQM Members were certain to renew their membership.

EFQM has managed to retain over the years its members by providing them with the products and services they need.

Every year, EFQM surveys its members and the Excellence Community to always remain relevant and provide the best services possible.

EFQM

Avenue des Olympiades 2
1140 Brussels, Belgium
Tel +32 (2) 775 35 10
Fax +32 (2) 775 35 35
www.efqm.org



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