

EFQM Levels of Excellence

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...helping organisations improve their Competitiveness through Excellence...

EFQM's Recognition Scheme is known as the **EFQM Levels of Excellence**. The main aim of the scheme is to help organisations improve their competitiveness through Excellence. Exceptional organisations are recognised across the scheme. Role models from which others can learn from are also identified.

Depending on your ambitions and the current situation of your organization, the possibilities available through the different levels in the scheme should always give you an answer and help you on your journey.

Why recognition?

To create the “push & pull” energy that transforms the EFQM model into action to make a difference in sustainable performance for all participants”

Opportunities

For interested organisations, the EFQM Recognition scheme

- are a great way to motivate and encourage systematic improvement.
- emphasizes the impact of improvement initiatives on the overall strategy of your organisation.
- provide milestones and demonstrate progress to your people, supplier, partners and customers.
- provide an avenue to encourage commitment and celebrate achievement
- provide a focus for learning and training.
- is a way to extract good practices from organisations as a learning resource from which others can learn



COMMITTED TO EXCELLENCE - *Create Passion and Commitment*

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. Committed to Excellence provides you with a practical and simple way to build on your knowledge and experience of the EFQM Excellence Model and RADAR logic. As a new member, or if you're just beginning your journey to Excellence, Committed to Excellence is the best way to start.

Committed to Excellence involves two main stages**Self Assessment**

The first stage is the Self Assessment and involves you assessing your organisation against the 9 criteria of the EFQM Excellence Model, in order to understand your current performance. Thereafter you will be required to use the outcome from the self-assessment to prioritise and plan actions to address the opportunities for improvement identified.

The design of the Committed to Excellence makes it possible for an organisation to undertake the assessment themselves and develop their improvement plan unsupported by an external party. However, applicants can request to have this process facilitated by an individual trained by the EFQM or National Partner Organisation (NPO).

The Site Visit

During the site visit, organisations are required to demonstrate their successful deployment of at least 3 improvement plans, based on the outcome from the Self-Assessment. The site visit is usually undertaken in one day, but can be up to two days, depending on the applicant organisation.

The site visit is carried out by an independent Validator from among EFQM's pool of experienced managers and experts from across Europe. It should take place approximately 6-9 months after you have initiated your Self-Assessment action plans. The actual date for the site visit will be agreed upfront between the applicant and EFQM or EFQM National Partner Organisation.

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. It provides you with a structured way to the plan and *chart your progress* on the journey to excellence. Recognised for Excellence gives the opportunity to clearly identify the strengths and areas for improvement of your organisation from an external point of view

At the June 2006 EFQM Learning Edge Conference, the New Recognised for Excellence Scheme was launched. The new scheme comes with a considerable change to recognition at this level.



With the new scheme, we have increased the possibilities for organisations to be recognised by introducing 3star, 4star or 5star recognition. This will depend on the outcome of the external assessment achieving more than 300, 400 or 500 points. The new scheme will assure that the focus of the exercise is on the feedback by an external team, as a key driver of your next steps to improve your competitiveness.

Applicants are offered a choice of three approaches to assessment and will discuss with EFQM which is the best approach for them at the time of application. This may be to write a submission document with a pre-determined format or undertake a real time assessment on site. All approaches will include hosting a team of EFQM trained Assessors on a site visit.

Organisations confirmed as Recognised for Excellence will be able to use the recognition insignias in their commercial and promotional efforts.

EFQM EXCELLENCE AWARD – Compare yourself against the best

The EFQM Excellence Award is Europe's most prestigious award for organisational excellence in all its aspects. It is the top level of the EFQM Levels of Excellence recognition scheme actively used by the EFQM membership community and spread by partners in most countries across Europe. An independent Jury selects between the participants in the EFQM Excellence Award those deserving recognition. This is based on the recommendations the Assessor teams make after an extensive visit on site. Two dimensions are used to come to these decisions: one is the RADAR based scoring profile, the second is the type and strength of role model the organisation was able to demonstrate. Based then on an overview of all contenders for one of the Awards the Jury elects those deserving the "Finalist" recognition. Amongst the finalists the Jury selects the best ones to give them the "Prize Winner" status, and if a candidate is really outstanding the highest recognition "Award Winner" is given.

Entry to The EFQM Excellence Award is open to any kind of high performing organisation operating within a European perspective. A typical Award Applicant should aim to at least Finalist level which can be summarised as follows:

- Your most important results have been improving for 3-5 years and in some cases are best in class.
- Systematic improvement has been a way of life across your organisation for at least 5 years.
- You have a number of organisation-wide improvement programmes integrated and deployed to your overall strategy.

Participating in the Award is a unique way to motivate and energize your employees at all levels in a positive and constructive atmosphere. It gives an opportunity to find out "how good your organisation really is" by being measured against Europe's most widely used management framework (the EFQM Excellence Model).

All applicants need to qualify to be accepted in to the Award process, either with a qualification file for new applicants or by showing progress for reapplying candidates. Applicants are required to submit a 30-75 page submission document to enter the Award assessment. The document serves as a starting point for the Assessor leading to a site visit conducted by a team of 4 - 8 Assessors facilitating selected interviews with applicant employees at all levels.

As direct output from the application and assessment, applying organisations receive a feedback report which is viewed by as the most significant benefit of the application. The report contains a executive summary concentrating on the high level key business challenges together with lists of strengths and areas for improvement for each of the criterion parts of the EFQM Excellence Model. It contains a scoring profile on criterion part level, which can be used for benchmarking. The assessment is carried out by a team of independent Assessors, who are themselves, experienced managers and experts from across Europe.

