

EFQM Excellence Model – European Foundation for Quality Management

Curpănaru Gabriela-Livia*

“Gheorghe Asachi” Technical University of Iasi-Romania, Faculty of Industrial Design and Business Management, Romania

**Corresponding author. Email: gabriela.curpanaru@gmail.com*

ABSTRACT

The EFQM Excellence model allows an integrative approach to quality management, which includes all key aspects, such as: results obtained, customer orientation, information management, employee satisfaction. The major benefit, as presented by the most successful European managers, is the same model of Excellence EFQM allows them to gain advantages by quickly introducing innovations in practice, which is actually a competitive advantage.

Keywords: *Quality, Performance, Excellence, Self-Assessment process, EFQM Excellence Model.*

1. INTRODUCTION

The EFQM model is a tool to perform a complete, systematic and permanent examination of the activities and results obtained, by comparing it with a performance model called the self-assessment model.

The EFQM model is based on the principle that customer satisfaction, staff satisfaction and integration into the life of the community are achieved through leadership, policy and strategy, staff management, resources and processes. All this ultimately leads to excellent operational results.

The model includes several related elements. Thus, the results obtained must be considered: (1) customer satisfaction (what the organization achieves in terms of external customer satisfaction), (2) satisfaction of people (staff), (3) impact on society (meeting the needs and expectations of the local community, national and international in general).

A decisive role in obtaining these results is played by the management, the executive team and the other leaders, who drive the company's policy and strategy, human resources management and the way in which the company manages resources efficiently.

2. EFQM EXCELLENCE MODEL - EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT)

2.1. EFQM, Model of Excellence

Organizational Excellence is measured by the organization's ability to achieve and maintain exceptional results simultaneously for all stakeholders. Recognizing these constraints, the EFQM Model was created in 1991 to promote an approach that would lead to the emergence and maintenance of exceptional performance by organizations. The enhanced version of the EFQM Model of Excellence was launched in Geneva on April 21, 1999.

The revised model is based on the initial approach, which ensures continuity, but has increased added value by incorporating new concepts.

The EFQM Excellence Model offers not only the advantages of a proven strategy in practice for quality management, directly relevant to the European economic context.

In addition, the Model is pragmatic and results-oriented. Also, the flexibility of the Model allows it to be applied with equal success by both large and small and medium organizations. The EFQM Excellence Model is recognized as one of the least expensive methods of improving performance, since the model is applied and monitored through the Self-Assessment process, which minimizes external costs. In the new version, the EFQM Model of Excellence incorporates criteria that were

imposed in the general attention at the turn of the 21st century.

The revised model requires an increased focus on key concepts, such as partnership and information management. It also places greater emphasis on customer and employee satisfaction. More than ever, the EFQM Excellence Model provides a useful operational tool for achieving Excellence in performance and results.

The new version has been designed so that the Model of Excellence is:

- simple (easy to understand and use);
- holistic (includes all the activities and results of an organization, without being exaggerated by the norm);
- dynamic (an active managerial tool useful for improvement, oriented towards future development);
- flexible (quickly applicable to different types of organizations and their units);
- innovative.

2.2. The New EFQM Model of Excellence

The analysis of the Model is an important point in its development, involving the broad participation of managers who have used their experience and interest in Excellence in order to evolve and test the fundamental ideas of the Model. The New EFQM Model of Excellence is based on the same Fundamental Concepts as the current Model.

The EFQM Excellence model contains 9 criteria and 32 sub-criteria. The five criteria on the left are called "Determinants" and refer to how the organization conducts its various activities. The four criteria on the right take into account the results obtained by the organization, corresponding to the different stakeholders.

The improved version focuses mainly on:

- more attention paid to the client, as well as to other stakeholders, whose importance has steadily increased since the 1990s, becoming the organization's partners;
- increased visibility of the value chain, including the growing role of partnerships within this chain;
- emphasis on the importance of information management within organizations, the organizational culture of learning and innovation, as factors for increasing competitiveness;
- concern for aligning all activities with the expected results and, consequently, adapting the organization's policy and strategy accordingly.

2.3. The Model that will Lead to Excellence in the New Millennium

Fundamental Principles:

1. Cost effectiveness;
2. Results orientation;
3. Customer orientation;
4. Partnerships;
5. Information Management;
6. Performances;
7. Learning.

Determinants influence the results obtained, and can be improved based on the feedback suggested by the results. The model starts from the premise that the key performance results of the company, the results of human resources, the results at the level of customers, respectively at the level of society, are obtained through the leadership capacity that guides the organization's strategy. and partnerships, and processes, products and services.

The EFQM model of excellence can be used as a management model to define the points towards which an organization's capabilities and performance aspire, but it can also be used as an evaluation tool, providing an image of the company's performance compared to other similar companies. The EQFM model presented includes nine criteria. Five of these are Determinants, which illustrate what and how the organization does, and the other four criteria refer to Results and describe the performance obtained.

3. RADAR AND THE EFQM MODEL OF EXCELLENCE

The EFQM Excellence Model was launched in 1991 and is currently the most successful European model for quality in business. A review of the model has recently taken place, involving consultations with hundreds of organizations across Europe. The results of this analysis were officially announced on 21 April 1999 at the EFQM Forum in Geneva.

3.1. RADAR - a Tool for Exceptional Performance

At the beginning of the new Millennium, EFQM introduces a new key concept for improving the Model of Excellence: RADAR. RADAR is the essence of the Model, measuring the success of efforts to improve performance. The fundamental criteria of this concept are: Results, Approach, Deployment, Assessment and Review.

RADAR considers that an organization must:

- Establish the Results you want to achieve in the process of developing your own policy and strategies. The results refer to the performance of the organization, both financial and operational, and the perception of all stakeholders;

- Plan and develop an integrated set of robust Approaches to make it possible to achieve predetermined results;

- Deploy approaches in a systematic way at all levels of the organization;

- Assess and Review the approaches implemented by monitoring and analyzing the results obtained, as a result of the continuous learning process of the activities carried out. Based on evaluations, organizations need to identify, prioritize, plan and implement improvements deemed necessary. Improving the EFQM Model of Excellence has included these basic concepts.

3.2. The Role of SELF-EVALUATION

Successful implementation of the EFQM Model of Excellence requires a significant degree of commitment from and acceptance of TQM principles. The RADAR concept involves a process of self-assessment in well-defined areas of organizational and operational management. For each area, companies are encouraged to allocate appropriate weights to their own priorities.

3.3. The RADAR Instrument

RADAR means much more than a theoretical management model. RADAR tool for identifying and monitoring the performance score. The RADAR tool is the basis for evaluation and provides internal reference data that allow top management to develop a successful strategy.

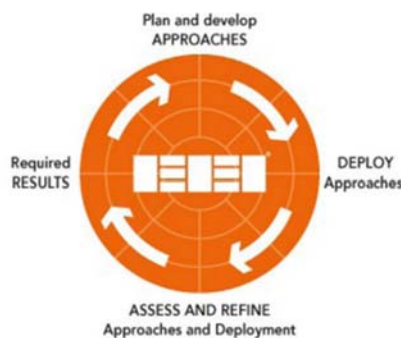


Figure 1 The RADAR Logic

4. CONCLUSION

Using the Model of the European Foundation for Quality Management (EFQM) focusing on "customer results", the positive aspects and continuous quality improvement were identified and analyzed through the RADAR logic. In fact, quality management models are used based on the formulation of strategies for obtaining

customer satisfaction by reporting quality to performance indicators.

AUTHORS' CONTRIBUTIONS

The self-assessment process can also be applied in educational institutions, offering them the opportunity to discover their strengths and areas for improvement in order to access excellence.

Through the dynamic nature of the model, which shows that learning, creativity and innovation contribute to improving the determinants of performance, which will lead to higher performance results, implicitly in educational institutions.

ACKNOWLEDGMENTS

The article is published at the 6th International Conference on Modern Education and Management Reform (ERMM2021) in 2021, April 11 online.

REFERENCES

- [1] EFQM "The EFQM Excellence Model", <http://www.efqm.org/en/Home/aboutEFQM/Ourmodels/TheEFQMExcellenceModel/tabid/170/Default.aspx>
- [2] EQFM (2010) Fundamental concepts, <http://www.efqm.org/en/Home/aboutEFQM/Ourmodels/FundamentalConcepts/tabid/169/Default.aspx>
- [3] Avasilcăi, S. – Organizational performance management, Tehnopres Publishing House, 2001, Iasi.
- [4] Avasilcăi, S., Huțu, C.A., Van der Wie le, A. – From quality assurance to organizational excellence, Economic Publishing House, Bucharest, 2001
- [5] www.efqm.org