EFQM Excellence Model in Construction
Welcome to Balfour Beatty

- Ian Mills (Head of Quality): Balfour Beatty
- First Escapes
- Toilets
- This is a communal area
- Event video
AGENDA

18:00 – 18:30: Arrival / Tea & Coffee Refreshments / Networking
18:30: Welcome:
• Ian Mills (Head of Quality): Balfour Beatty
• Mike Buss (ConSIG CWG Chair): Slido Introduction
• Jon Adshead (ConSIG Chair): Construction Special Interest Group
18:50: Diane Dibley: (Service Delivery and Member Experience): British Quality Foundation BQF
19:10: Ryan Snape (Head of Business Excellence): Siemens Building Technologies GB&I
19:30: Jamie Green, Business Improvement Manager, Chiltern Railways.
19:50: Questions / Debate
20:30: Networking
Welcome
1) Join the wifi ("BB-Guest") (or use your phone’s date)
2) Open the browser on your phone
3) Go to: [www.sli.do](http://www.sli.do)
4) Type in the code (excellence) & click ‘Join’
5) Please ask questions throughout the event
6) Please mark the questions you ‘like’
Construction Special Interest Group (ConSIG)

The Chartered Quality Institute (CQI) is a global professional body advancing the practice of quality management in all sectors.

This year CQI is celebrating its centenary and will be running a number of events to recognise this landmark.

The Construction Special Interest Group (ConSIG) is a representative group of quality professionals working to advance quality and improvement in Construction.
ConSIG: Current Activities

Working Groups:
- Competency
- Cost of Quality
- Common Defects

Activities
- To represent the interests of quality professionals in construction and provide a network to support best practice sharing and benchmarking of quality management practices.
- Engage with Institutions, industry bodies, CQI SIG’s & Corporate Members to promote the quality agenda in construction
- To support professional development of quality practitioners working in construction by sharing Knowledge through events & publishing articles

For more information, please visit [www.consig.org](http://www.consig.org)
LinkedIn
Twitter
To become a member, please visit:
Diane Dibley
(Service Delivery and Member Experience)

British Quality Foundation (BQF)
Introduction to
EFQM Excellence Model
The EFQM Excellence Model - The Beginning

- Developed by academics and businesses in late 80s early 90’s to support improved performance and benchmarking
- First used for awards in 1991
- EFQM are custodians – national partners - BQF are one
- Evolved over the years to ensure relevance – current review started for 2020
- Used by organisations of all sectors and sizes
- Now far beyond Europe
- Basis of the international recognition scheme – Levels of Excellence
The EFQM Excellence Model

Three components:
- The Fundamental Concepts
- The 9 Criteria
- RADAR
1. EFQM Fundamental Concepts of Excellence

- Sustaining Outstanding Results
- Adding Value for Customers
- Creating a Sustainable Future
- Developing Organisational Capability
- Harnessing Creativity & Innovation
- Succeeding through the Talent of People
- Managing with Agility
- Leading with Vision, Inspiration & Integrity
2. The Model

Enablers
- Leadership
- People
- Partnerships & Resources

Take Action

Processes, Products & Services

Results
- People Results
- Business Results
- Customer Results
- Society Results

Measure Impact

Learning, Creativity and Innovation
Holistic View

Leadership

- Strategy
  - Partnerships & Resources

Processes, Products & Services

- People
  - People Results

Customer Results

Society Results

Key Results

APPRAISALS
TRAINING & DEVELOPMENT

ANNUAL PLAN
RISK MANAGEMENT
BALANCED SCORECARD

PROCESS MANAGEMENT
SERVICE MODEL
QUALITY REGIME
CUSTOMER RELATIONSHIPS

SURVEYS
TURNOVER
QUALIFICATIONS

SURVEYS
KPIs
QUALITY CHECKS

MISSION, VISION & VALUES
MANAGEMENT SYSTEM
LEADERSHIP FRAMEWORK

PARTNERSHIP FRAMEWORK
IT STRATEGY & PLAN
HEALTH AND SAFETY
CONTINUITY PLAN
PERFORMANCE REPORTING

STAKEHOLDER SURVEYS
ENVIRONMENTAL
PERFORMANCE

FINANCIAL RESULTS
TARGETS

BQF 2018
Building Blocks of Excellence

Leadership

- Investors in People
  - ROSPA
- Leadership Frameworks
  - ISO 31000 Risk Management

Strategy

- Balanced Scorecard
  - ISO 22301 Business Continuity
- Lean, Six Sigma
  - Customer Service Excellence
  - ISO 9001

Partnerships & Resources

- ITIL
  - ISO 44001 Collaboration
- ISO 14001 Environmental
- ISO 50001 Energy
- ISO 27001 Security

Processes, Products & Services

- People
- People Results
- Customer Results
- Society Results

Business Results

- Customer Service Excellence
- Balanced Scorecard
- Leadership Evaluation
- ROSPA
- ISO 140001
- ISO 14001
- ISO 44001 Collaboration
EFQM Excellence Model is…

Non-prescriptive business improvement framework

 Mostly widely used management framework in Europe – and beyond now (67 countries with BE Awards – 42 of which use Model or variation of)

• Self-assessment – informing strategy
• Supplier/partnership compatibility & performance
• Business Plans – using criteria to structure
• Designing an organisation/project

A powerful tool for assessment when used with RADAR
The RADAR Concept

Define the **RESULTS** you want to achieve

DEPLOY the improvement plan

ASSESS the impact and **REFINE** to ensure you achieve the desired result.

Develop the **APPROACHES**
Assessing the Enabler Criteria Questions

Is the approach sensible?
Documented? Linked to strategy and other approaches?

Is it working everywhere?
Was there a planned implementation?

How do you know the approach is working well?
How do you identify and capture internal and external good practice?
What has been improved?

Approach
Sound
Integrated

Deployment
Implemented
Structured

Assessment & Refinement
Measurement
Learning and creativity
Improvement and innovation

© BQF 2018
Assessing the Results Criteria

Relevance and usability
- Scope & Relevance
- Integrity
- Segmentation

Performance outcomes
- Trends
- Targets
- Comparisons
- Confidence

Are you measuring the right things?
Is there a full set of results?
Can you trust the data?
Can the results be broken down e.g. by location, market, grade, product?

Are you getting better?
How do you set targets and are you meeting them?
Are you better than others? How do you choose your comparator?
Have you caused your results?
Why?

1. Since using the model over the last 5 years SafeMove has increased work volumes by 32%, profit by 43% and income by 50%.
Ryan Snape
Head of Business Excellence
Siemens Building Technologies GB&I
Application of the EFQM Model in Siemens Building Technologies
• Introduction to Siemens Building Technologies
• Story of Siemens BT GB&I
• Go for Growth Strategy
• Creating a Stakeholder Focused Strategy
• Catching the Second Curve
• Use of Radar Logic with Leaders
• Looking Outside the Organisation
The Building Technologies Portfolio

<table>
<thead>
<tr>
<th>Fire safety</th>
<th>Security</th>
<th>HVAC</th>
<th>Energy efficiency</th>
<th>Lighting</th>
<th>Power</th>
<th>3rd Integration</th>
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<td>Access control</td>
<td>HVAC control</td>
<td>Maximize efficiency</td>
<td>Lighting control</td>
<td>Monitoring</td>
<td>3rd-party integration of all building disciplines</td>
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<tr>
<td>Extinguishing</td>
<td>Video surveillance</td>
<td>Room automation</td>
<td>Optimize supply</td>
<td>Shading</td>
<td>Reporting</td>
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<tr>
<td>Evacuation</td>
<td>Intrusion detection</td>
<td></td>
<td>Enhance sustainability</td>
<td></td>
<td>Decentralized energy systems</td>
<td></td>
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- Data center
- Life science
- Premium office
- Healthcare
- Industrial
Go for Growth

2016
Setting the foundations for growth.

2017
Sowing the Seeds for Growth

2018/19
Growth Through Excellence

2020/21
Rise as Pioneers in the Industry

2021
Beyond
How do we Create a Stakeholder Focused Strategy?
Catching the second curve

Using EFQM assessments to 'catch the second curve'
## Use of RADAR

<table>
<thead>
<tr>
<th>Approach</th>
<th>Guidance</th>
<th>Unable to demonstrate</th>
<th>Limited ability to demonstrate</th>
<th>Able to demonstrate</th>
<th>Fully able to demonstrate</th>
<th>Recognised as Global Role Model</th>
</tr>
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<tr>
<td>Sound</td>
<td>The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.</td>
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<tr>
<td>Assessment &amp; Refinement</td>
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| Scale            | 0%                        | 25%                    | 50%                          | 75%                  | 100%                     |
| Overall Score    |                           |                        |                              |                      |                          |

The table above outlines the use of RADAR across various approaches, including sound, integrated, deployment, implemented, structured, assessment and refinement, measurement, learning and creativity, improvement and innovation, with a scale ranging from 0% to 100%.
Use of RADAR to Sustain and Build on Improvement

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2019 BT Roadmap

Roadmap 2019 - Revisit the previous 3 years, close out all actions then measure, assess and refine.

BT Business Improvement Dashboard

People Results
- People: [Data]
- Business: [Data]
- Society: [Data]

Customer Results
- Customer: [Data]

Society Results
- Society: [Data]

Management Targets 2019
- January: [Graph]
- February: [Graph]
- March: [Graph]
- April: [Graph]
- May: [Graph]
- June: [Graph]
- July: [Graph]
- August: [Graph]
- September: [Graph]
- October: [Graph]
- November: [Graph]
- December: [Graph]

30/208 Growth through Excellence

All Roadmap Topics

Roadmap Benefits Tracking

Roadmap Target Breakdown

No of Overage [2029]: [Data]
Looking Outside the Organisation

The model gives us a common language to approach global role models and to share best practice internally.
Ryan Snape

Head of Business Excellence

Mobile: +44 7921 248 500
E-mail: Ryan.Snape@siemens.com
Jamie Green
Business Improvement Manager
Chiltern Railways
Chiltern Railways EFQM Story

Jamie Green
Business Improvement Manager
Jamie Green Who am I?

6 points of a star for the BQF 600 Award in 2017

- 24 years on the Railway starting as a Guard
- Love playing & learning about the history of golf
- Mad QPR fan
- I have been involved with Model for over 10 years
- I have worked with or for Chiltern for 6 years

Chiltern Railways by Arriva
Objective for next 20 minutes

To inspire you as my customer for the evening to utilise and embed the approach of the EFQM model into your business to realise your business objectives/targets/vision.
Chiltern Railways Background

Chiltern Railways is a franchised train operating company operating passenger services under a Franchise Agreement with the Department for Transport. Our business purpose is to create journeys that improve and inspire customers’ lives. We aim to deliver the service outputs specified in the Franchise Agreement in a way which delights our customers every day.

Chiltern operates 432 passenger trains each day, moving 213 train carriages. This equates to 7.8m train miles per year, moving over 25m passengers annually.

Around 850 Employees
Why do Chiltern Railways use the EFQM Model?

• A core reason we started this excellence journey was because of our commitment to ensure we delivered continuous improvement. This commitment is signed up as an agreement with the DFT as part of our Franchise.

• Through following the basic principles of the EFQM model, the Senior Management have identified the benefits and value add that this can bring. As a result, it has adopted the model as a management approach in delivering the franchise & our Stakeholders targets.

• Chiltern believe in the Model so much they created the role of the Business Improvement Manager - to create a culture of embedding the model’s approach.
Chiltern Railways Approach to the Model

- Pool of trained EFQM Assessors leading the EFQM approach - BIG
- BIG tracks & acts on areas of improvement from previous assessments
- Bi-annual internal EFQM assessment - only on lowest scoring Criteria's
- Directors accountable for individual criteria's of the model
- Purpose designed KPI's reported at Executive level
- Deploy what it says on the tin & measure it!

Our values
1️⃣❤️️✔️️
Chiltern Railways by Arriva
Things we have adopted

- Amended & embedded our strategy to align to our objectives
- Amended the strategy to flow right the way through the EFQM model
- Enhanced the RADAR scoring method to assess critical policy & procedure
- Introduced Committees aligned to the strategy to run our business
- Enhanced our focus on Business Excellence (society & environment)
- Aligned all our key Performance measures
- Racked up our brand awareness across the country
- Created a Benchmarking policy & templates
So what have we achieved

- Best NRPS results Autumn 2018 for Commutator TOC 92% - Average results across the country 79%
- Revenue Growth at over 6% in 2018 where most train operators are around 2%
- Exceeded Shareholders forecasted results in 2018
- BQF National Customer Innovation award 2018
- BQF 600 Award
- EFQM Recognised for Excellence 5 Star (4 years running)
- Large portfolio of Rail awards including Operator of the year, small and large station of the year
Key challenges?

- Resource hungry for the biannual internal assessment
- Costs for the EFQM R4E Assessment
- Fighting the daily tasks whilst trying to improve
- Change management - at times difficult
- What to measure as we measure so much
Chiltern Railways 2018

Embed the video
Hoping I achieved my objective?

Any question ???
Questions / Comments?
Thank you for attending