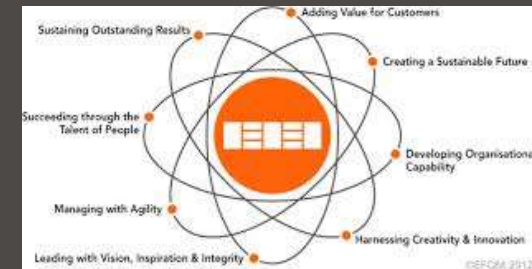




EFQM Excellence Model in Construction



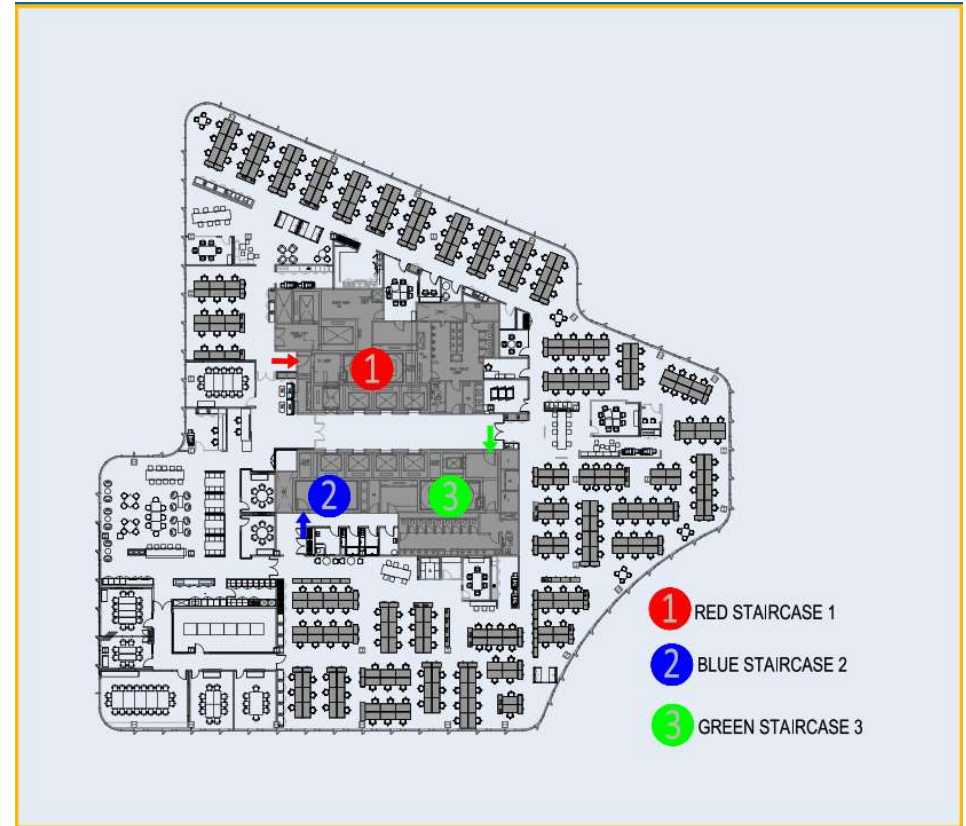
Balfour Beatty

SIEMENS



**Chiltern
railways**
by arriva

- 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

Slido

1) Join the wifi (“*BB-Guest*”) (or use your phone’s data)

2) Open the browser on your phone

3) Go to:

www.sli.do

4) Type in the code (excellence) & click ‘Join’

excellence

JOIN

4) Please ask questions throughout the event



Anonymous

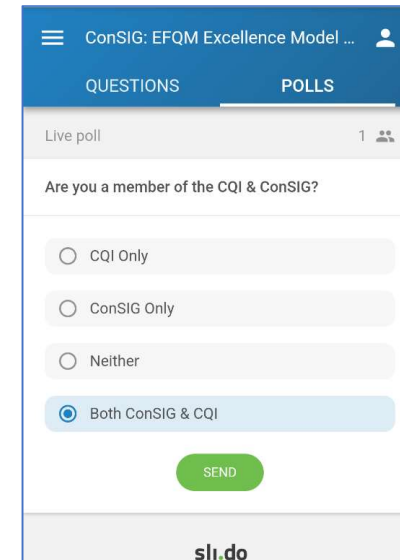
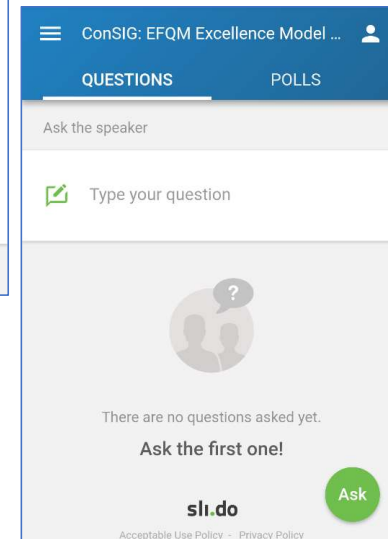
10:24 PM

1 

How do I join the ConSIG?

5) Please mark the questions you ‘like’

1 



Construction Special Interest Group (ConSIG)



CONSTRUCTION SIG
Chartered Quality Institute

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.

Balfour Beatty

SIEMENS

 **CQI** |  **IRCA**
LEADING QUALITY FOR 100 YEARS

**Chiltern
railways**
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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

LinkedIn

Twitter

To become a member, please visit:



CONSTRUCTION SIG
Chartered Quality Institute

Diane Dibley

(Service Delivery and Member Experience)

British Quality Foundation (BQF)



Introduction to EFQM Excellence Model

The EFQM Excellence Model - The Beginning

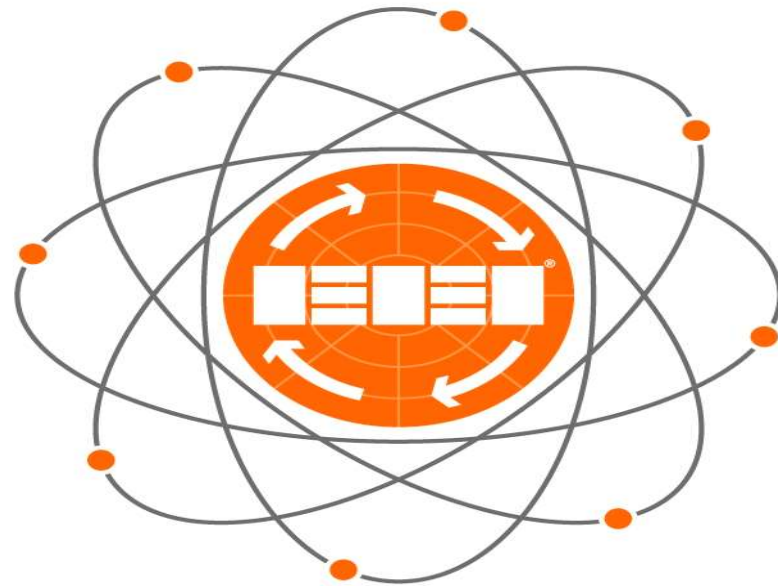
- Developed by academics and businesses in late 80s early 90's to support improved performance and benchmarking
- First used for awards in 1991
- EFQM are custodians – national partners - BQF are one
- Evolved over the years to ensure relevance – current review started for 2020
- Used by organisations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



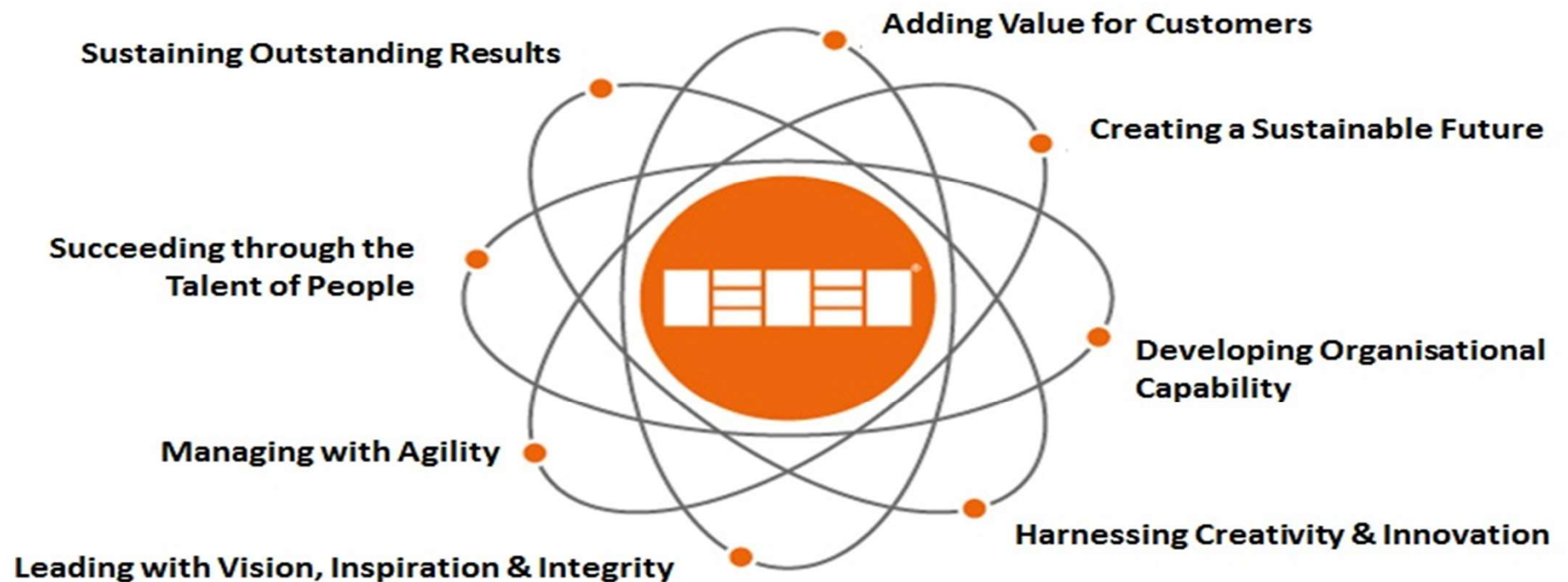
The EFQM Excellence Model

Three components:

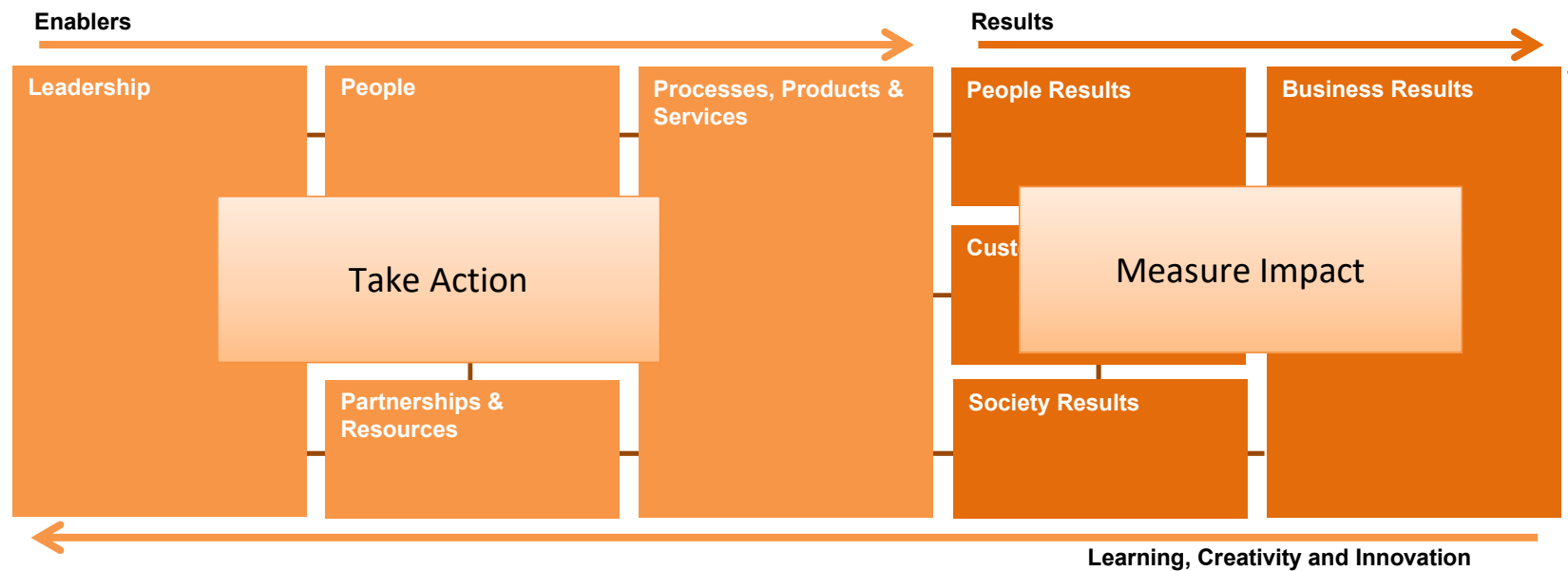
- The Fundamental Concepts
- The 9 Criteria
- RADAR



1. EFQM Fundamental Concepts of Excellence

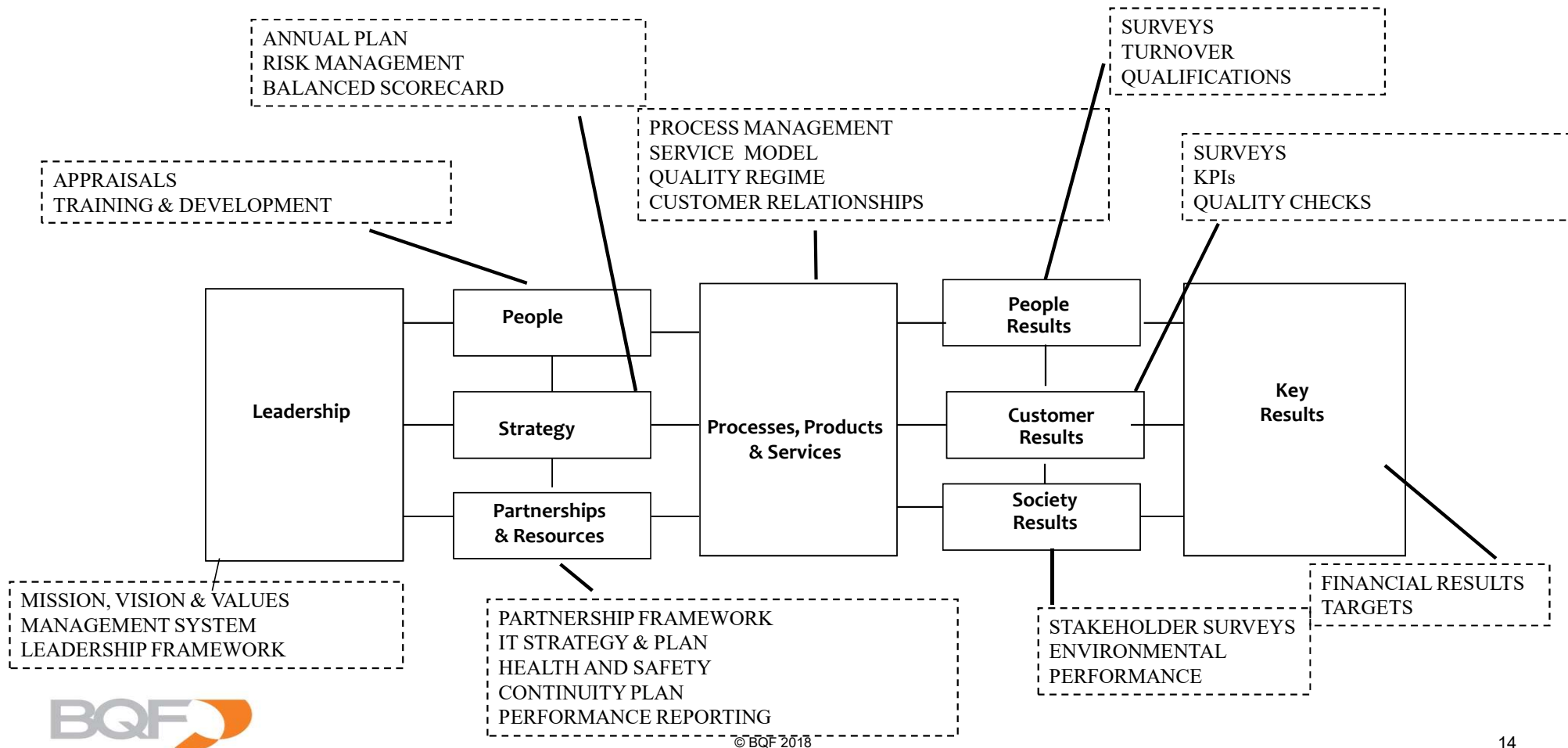


2. The Model

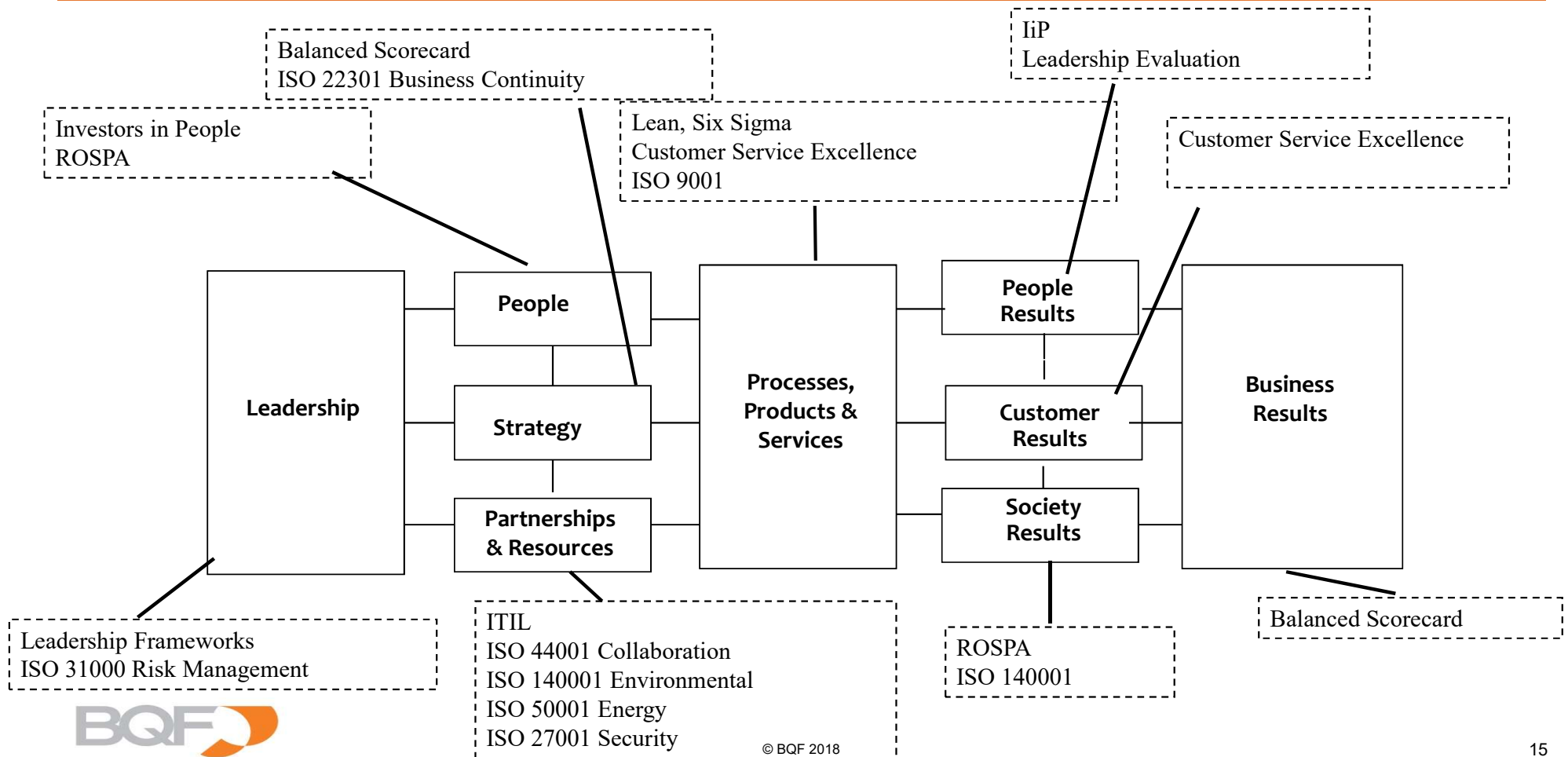


© EFQM 2013

Holistic View



Building Blocks of Excellence



EFQM Excellence Model is...

Non-prescriptive business improvement framework

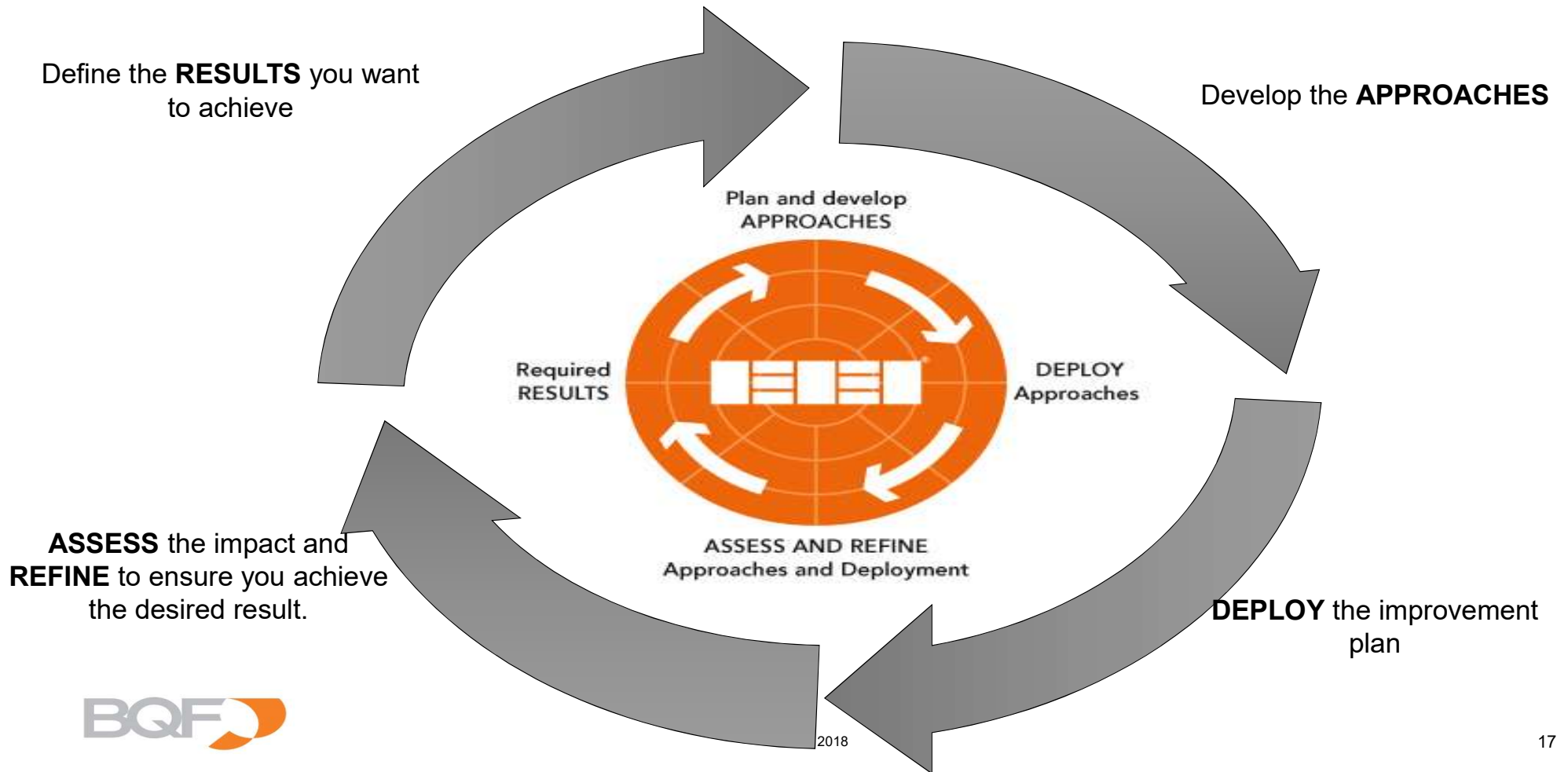
Mostly widely used management framework in Europe – and beyond now (67 countries with BE Awards – 42 of which use Model or variation of)

- 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



Assessing the Enabler Criteria Questions

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

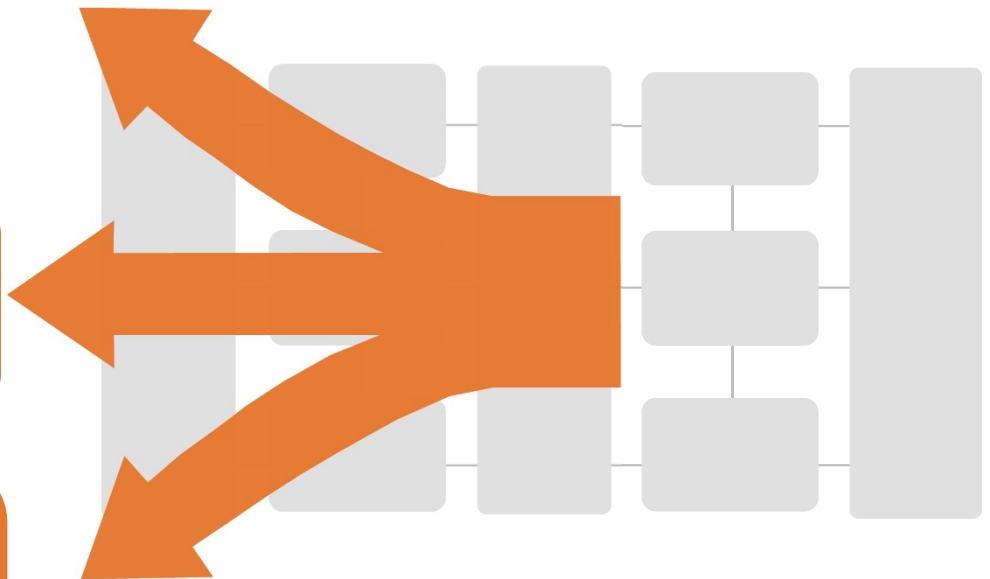
Approach
Sound
Integrated

Is it working everywhere?
Was there a planned
implementation?

Deployment
Implemented
Structured

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

Assessment &
Refinement
Measurement
Learning and creativity
Improvement and
innovation



Assessing the Results Criteria



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



 Fire safety	 Security	 HVAC	 Energy efficiency	 Lighting	 Power	3rd Integration
<ul style="list-style-type: none">• Fire detection• Extinguishing• Evacuation	<ul style="list-style-type: none">• Access control• Video surveillance• Intrusion detection	<ul style="list-style-type: none">• HVAC control• Room automation	<ul style="list-style-type: none">• Maximize efficiency• Optimize supply• Enhance sustainability	<ul style="list-style-type: none">• Lighting control• Shading	<ul style="list-style-type: none">• Monitoring• Reporting• Decentralized energy systems	<ul style="list-style-type: none">• 3rd-party integration of all building disciplines

Data center



Life science



Premium office



Healthcare



Industrial







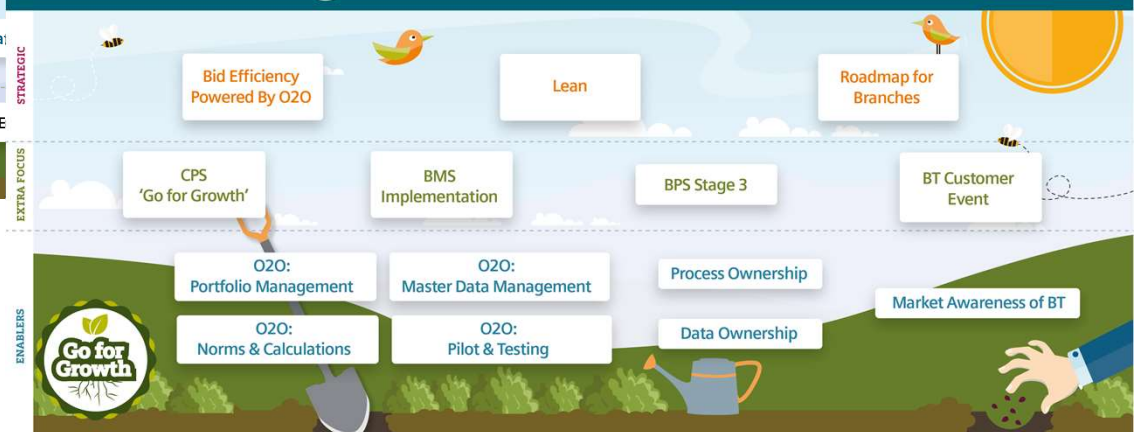
2016 Setting the Foundations for Growth



2017 Sowing the Seeds for Growth

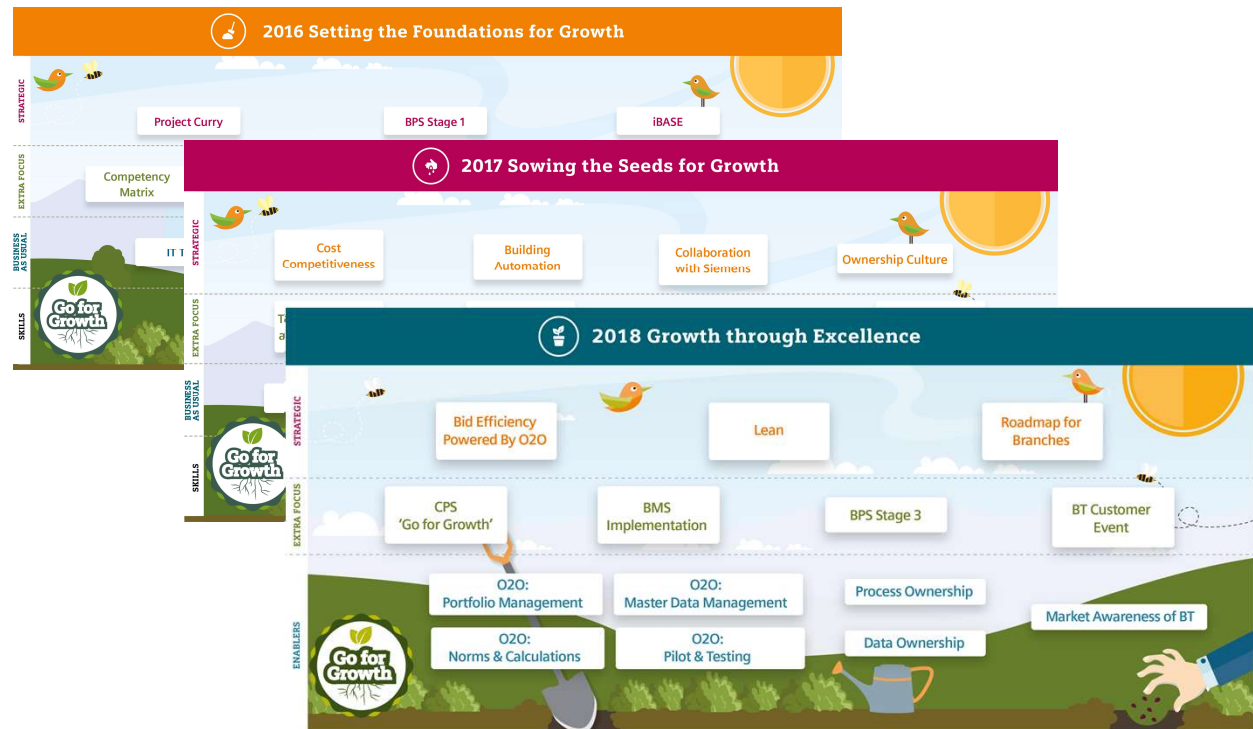


2018 Growth through Excellence



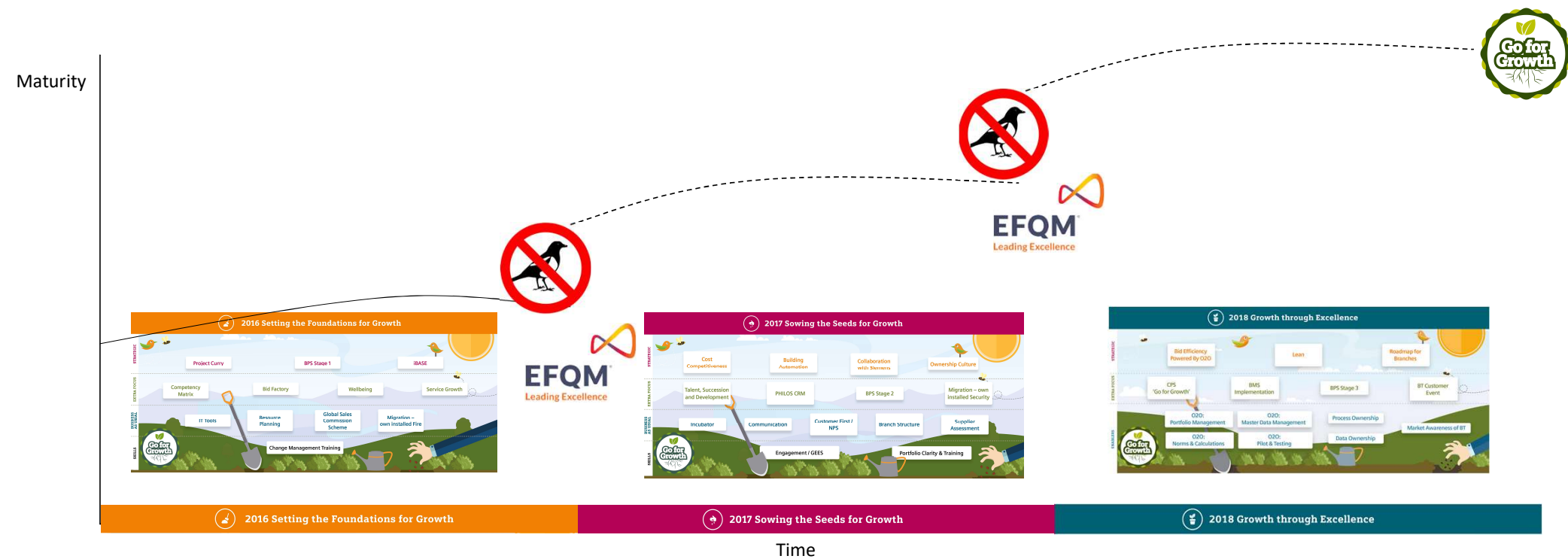
How do we Create a Stakeholder Focused Strategy?

SIEMENS
Ingenuity for life



Catching the second curve

Using EFQM assessments to 'catch the second curve'



Use of RADAR

Approach	Guidance	Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.					
Integrated	The approaches support strategy and are linked to other relevant approaches.					
Deployment		Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Implemented	The approaches are implemented in relevant areas, in a timely manner.					
Structured	The execution is structured and enables flexibility and organisational agility.					
Assessment & Refinement		Unable to demonstrate	Limited ability to demonstrate	Able to demonstrate	Fully able to demonstrate	Recognised as Global Role Model
Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.					
Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.					
Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations.					
Scale		0%	25%	50%	75%	100%
Overall Score						

Use of RADAR to Sustain and Build on Improvement

Approach	Guidance
Sound	The approaches have a clear rationale, based on the relevant stakeholder needs, and are process based.
Integrated	The approaches support strategy and are linked to other relevant approaches.
Deployment	
Implemented	The approaches are implemented in relevant areas, in a timely manner.
Structured	The execution is structured and enables flexibility and organisational agility.



Assessment & Refinement	
Measurement	The effectiveness & efficiency of the approaches and their deployment are appropriately measured.
Learning & Creativity	Learning & creativity is used to generate opportunities for improvement or innovation.
Improvement & Innovation	Outputs from measurement, learning & creativity are used to evaluate, prioritise & implement improvements & innovations.

2019 BT Roadmap



2018/19

Growth through excellence

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

BT BUSINESS IMPROVEMENT DASHBOARD

People Results

Measure	Measure Owner
Engagement	Ryan Snape
Mood Indicator	Ryan Snape

Customer Results

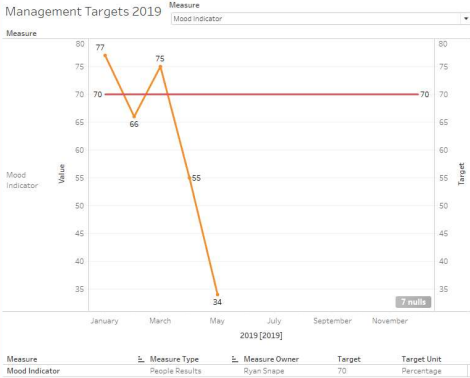
Measure	Measure Owner
Complaints	Steve Foxley
Customer Praise	Steve Foxley
Lessons Learnt	Steve Foxley

Society Results

Measure	Measure Owner
CSR Volunteering	Paul King
Reducing Carbon	Paul King

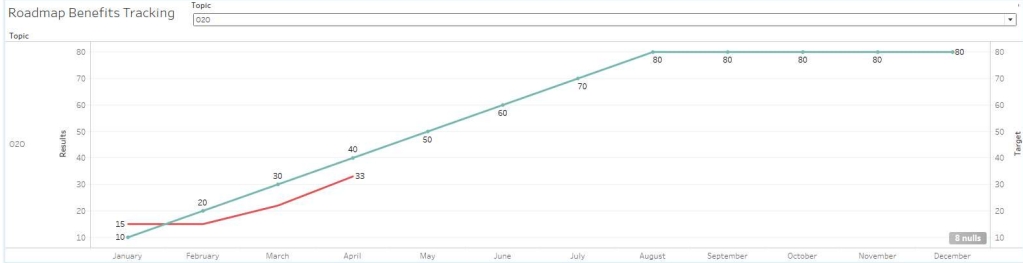
Business Results

Measure	Measure Owner
Deviation from P2 FC	Wolfgang Pilhofer
Weekly call attendance	Steve Foxley
Weekly call MI	Steve Foxley



All Roadmap Topics

Topic	Measure	Measure Type	Measure Owner	Target Unit	Measure Owner
BMS	BMS Weighted Pipeline	Business Results	Ken Hill	£	Ken Hill
O2O	No. of Quotes via O2O	Customer Results	Ryan Snape	Quotations	Ryan Snape
Roadmap for Branches	Branch Projects 100k+	Business Results	Pete Colverd	No. of Projects	Pete Colverd



Roadmap Target Breakdown

Measure	Measure Owner	Measure Type	Target Unit	January 2019	February 2019	March 2019	April 2019	May 2019	June 2019	July 2019	August 2019	September 2019	October 2019	November 2019	December 2019
No. of Quotes via O2O	Ryan Snape	Customer Results	Quotations	10	20	30	40	50	60	70	80	80	80	80	80

Looking Outside the Organisation

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



BOSCH



EFQM[®]



BARCLAYS

signify

**NATIONAL
LOTTERY FUNDED**



YorkshireWater

PLAY



Ryan Snape

Head of Business Excellence

Mobile: +44 7921 248 500

E-mail:

Ryan.Snape@siemens.com

siemens.com



Jamie Green
Business Improvement Manager
Chiltern Railways



Chiltern Railways EFQM Story

Jamie Green

Business Improvement Manager

Our values



Chilternrailways
by arriva

Jamie Green Who am I?

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

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

Our values



Chilternrailways
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

Our values



Chilternrailways
by arriva

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

Our values



Chilternrailways
by arriva

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

Our values



Chilternrailways
by arriva

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



Chilternrailways
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

Created a Benchmarking policy & templates

Racked up our brand awareness across the country

Our values



Chilternrailways
by arriva

Chiltern Railways



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

Our values



Chilternrailways
by arriva

Key challenges?

Resource hungry
for the Bi annual
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

Our values



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Chiltern Railways 2018

Embed the video

Our values



Chilternrailways
by arriva

Hoping I achieved my objective?



Our values



Chilternrailways
by arriva



Questions / Comments?



Thank you for attending