

# The EFQM Excellence Model, ISO 9001:2000 *and business benefits*

Bywater has always maintained that a business process based Management System provides the fundamental structure for the delivery of an organisation's business objectives – it's the place where work gets done.

The **EFQM Excellence Model** identifies this same mechanism under the criteria for Process.

**ISO 9001:2000** strongly supports that same philosophy and now more broadly embraces other aspects of the **EFQM Excellence Model** throughout its requirements.

The comparison and correlation of the two sets of requirements and principles which follow, show clearly the overlap and linkage.



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## Areas of Significant Correlation between the Requirements of ISO 9001:2000 and the EFQM Business Excellence Model

Key: a – e = sub criteria

ISO 9001:2000 Requirements	EFQM Excellence Model Criteria								
	ENABLERS					RESULTS			
	Leadership	Policy & Strategy	People	Partnership and Resources	Processes	Customer Results	People Results	Society Results	Key Performance Results
<b>1 SCOPE</b>									
1.1 General									
1.2 Permissible exclusions									
<b>2 NORMATIVE REFERENCES</b>									
<b>3 TERM AND DEFINITIONS</b>									
<b>4 QUALITY MANAGEMENT SYSTEM</b>									
4.1 General requirement					a				b
4.2 Documentation requirements									
4.2.1 General									
4.2.2 Quality Manual									
4.2.3 Control of documents									
4.2.4 Control of quality records				e					
<b>5 MANAGEMENT RESPONSIBILITY</b>									
5.1 Management commitment	a b d								
5.2 Customer focus	c	a c					a		
5.3 Quality policy	a	c e					a		
5.4 Planning	b								
5.4.1 Quality objectives		e							
5.4.2 Quality management system planning	b								
5.5 Responsibility, authority and communication	b								
5.5.1 Responsibility and authority			b						
5.5.2 Management representative									
5.5.3 Internal communication		d e	d						
5.6 Management review		d							b
5.6.1 General									
5.6.2 Review input		c							
5.6.3 Review output		a d							
<b>6 RESOURCE MANAGEMENT</b>									
6.1 Provision of resources									
6.2 Human resources			a b						
6.2.1 General			b						
6.2.2 Competence, awareness and training			b				b		
6.3 Infrastructure				c					
6.4 Work environment			a e	d c			a <sup>4</sup>		

contd./...



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Key: a – e = sub criteria

ISO 9001:2000 Requirements		EFQM Excellence Model Criteria								
Sections 7 and 8		ENABLERS					RESULTS			
		Leadership	Policy & Strategy	People	Partnership and Resources	Processes	Customer Results	People Results	Society Results	Key Performance Results
<b>7</b>	<b>PRODUCT REALISATION</b>									
7.1	Planning of product realisation					a				
7.2	Customer related processes									
7.2.1	Determination of requirements related to the product					e				
7.2.2	Review of requirements related to the product					a				
7.2.3	Customer communication						a			
7.3	Design and development					c				
7.3.1	Design and development planning					c				
7.3.2	Design and development inputs					c				
7.3.3	Design and development outputs					c				
7.3.4	Design and development review					c				
7.3.5	Design and development verification					c				
7.3.6	Design and development validation					c				
7.3.7	Control of design and development changes					c				
7.4	Purchasing									
7.4.1	Purchasing process				a					
7.4.2	Purchasing information				a					
7.4.3	Verification of purchased products					a				
7.5	Production and service operations									
7.5.1	Control of production and service provision					a				
7.5.2	Validation processes					a				
7.5.3	Identification and traceability					a				
7.5.4	Customer property					a				
7.5.5	Preservation of product					d				
7.6	Control of measuring and monitoring devices					a				
<b>8</b>	<b>MEASUREMENT, ANALYSIS AND IMPROVEMENT</b>									a
8.1	General					a				
8.2	Measurement and monitoring					a				
8.2.1	Customer satisfaction						a b			
8.2.2	Internal audit	b								b
8.2.3	Monitoring and measurement of processes					a				
8.2.4	Monitoring and measurement of product					a				
8.3	Control of nonconforming product					b				
8.4	Analysis of data					a				
8.5	Improvement									
8.5.1	Continual improvement	b				b				
8.5.2	Corrective action	b								
8.5.3	Preventive action	b								
Total number of links (Sections 1-8)		10	7	6	5	26	2	4		4

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From the previous table, it is obvious how much **ISO 9001:2000** now replicates and overlaps the requirements of the **EFQM Excellence Model**. The fundamental changes in ISO 9001:2000 have extended the previous overlap into:

## **Business Objectives, Process Management, Process Measurement and Continual Improvement**

all with a new focus on the delivery of internal effectiveness and efficiency – one of the major reasons for this Y2000 revision.


























If we consider **ISO 9004:2000** then the overlap is even greater as it embraces all stakeholders and self assessment, both fundamental tenets of the **EFQM Excellence Model**.

And, if further evidence was required, a comparison of the key principles of the two models as set out on the next page, firmly establishes the synergy between them.



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## Comparison of Principles

ISO 9004:2000 Eight Quality Management Principles	EFQM Excellence Model Principles
Customer focused organization 	 Customer Focus
Leadership 	 Leadership and Consistency of Purpose
Involvement of People 	 People Development and Involvement
Process Approach 	
System Approach to Management 	 Management by Process and Facts
Factual Approach to Decision Making 	
Continual Improvement 	 Continuous Learning Innovation and Improvement
Mutually beneficial Supplier Partnerships 	 Partnership Development
	 Results Orientation
	 Public Responsibility
Key:   Comparable   More comprehensive   No comparison	





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## Conclusions

A Management System which embraces the new concepts and philosophies of **ISO 9001:2000** has a critical role to play in the delivery of customer satisfaction, efficiently and effectively. It constitutes a significant element of the framework set out in the requirements of the Excellence Model leading potentially to many new business benefits through the management of processes, the elimination of many functional barriers, the integration of individual Management Systems and the drive for continual improvement in performance.

If then broadened to embrace all aspects of **ISO 9004:2000** it becomes the mechanism for the delivery of business strategy and moves the organisation a long way down the road towards Organisational Excellence, the vision of the **EFQM Excellence Model**.

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