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χ^2	d.f.
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1242.57	519

GES	EFQM
Achieve the UAE Vision 2021 and National Agenda, enhance excellence in UAE Government organisations, focus on innovation to support the country's future outlook	Enhance excellence in European organisations in general
015 (recent) with origins back to 1994 (based on EFQM)	1992 with origins back to 1988
Three pillars with nine (recently evolved to 12 in Abu Dhabi) with a more explicit focus on a number of criteria	Two pillars with nine criteria
Self-assessment is encouraged and external audit is practiced. Experts' reports typically indicate recommendations and best practices.	Self-assessment and external audit. Radar methodology is typically used to highlight gaps as per criteria.
Award is granted at organisational level and also medals are granted at the individual level. Enhanced performance.	Organisational award. Enhanced performance.

rige healthcare criteria for performance excellence framew
a systems perspective

Organisational profile:
environment, relationships and challenges

2 Strategic planning
5 Human resource focus
3 Focus on patients, other customers and markets
6 Process management
7 Resu...
...ership

4 Measurement, analysis and knowledge management

Malcolm Baldrige National Quality Award

Quest for Business Excellence

Origins of Business Excellence

Deming Application Prize (Japan,1951)

TQM

Malcolm Baldrige National Quality Award (USA,1987)

Organizational Profile:
Environment, Relationships, and Challenges

models produced by role -playing models - Award Awards Awards. Competitiveness â ¢ -â € "" awareness and education stest Systemsystems 29. 7. etneilc etneilc lus itartnecni itatlusiR 2.7 "What are the results of the performances focused on the customer? Â € examines the results for customer satisfaction, dissatisfaction and involvement. Perspective of systems : a perspective of systems means managing the entire organization, as well as its processes Key, to obtain results and fight for the excellence of performance. The defined values and strategies of the organization should help guide all its activities and decisions. Improvement tools test tools â € -– These improvement tools are complementary, not exclusive. At this stage, the operations are repeatable and are regularly evaluated for improvement, with shared learning and with the coordination between the organizational units. Management for facts: the improvement of performance requires measurement and analysis. The horizontal arrow At the center of the framework connects the two triads, a fundamental connection for organizational successThe main BPEP improvement opportunities were in increase the awareness of BE and facilitating organizations to use a BE approach. The integration of the criteria of Baldrig and other tools of improvement any organization - regardless of its sector or by size - can use the Baldrig criteria as a roadmap for the excellence of performance. 26. Organizations deal with cycles, more and more for the introduction of new/improved products, as well as for fast and more flexible answers to customers. This figure shows the role of fundamental values and concepts. 32. 15. The aligned approaches occur in the third step towards a mature process. Therefore, your organization must take into account all the characteristics and characteristics of the product and all the methods of access to customers and support that contribute to the value for your customers e ous iu li erazzilitu rep ooroval azrof aut al appulivs e ecsitseg ,eglovnioc enoizazzinagro aut al iuc ni odom li atnorffa)oroval azrof alled sucoF(5 airogetac aL .eladneiza enoisnapse'lla ,avitinifed ni ;e ;vitisop larrefer a ;itneilc ied Átlael alla e aznereferp alla ,enoizafsiddos alla ,enoizisiuqca'lla Potential in line with the mission, strategy and overall action plans of the organization. The use of a balanced composite of leading and late performance measures offers an effective means to communicate short and long term priority, monitor actual performance and provide a clear base to improve the results. The way your organization listens to the voice of its customers and uses this information to improve and identify the innovation opportunities is also examined. Category 3 (customer focus) examines how your organization involves its customers for the success of the long -term market. It also examines how the strategic objectives and chosen action plans are distributed and modified if the circumstances require it and how progress is measured. All responses to the elements within the canned categories (1 to 6) should face the process. Let's take a more close look at these fundamental values and concepts. It also examines how your organization creates a culture focused on the customer, including the way in which the workforce management system strengthens this culture and the way you build and manage relationships with customers to increase their involvement with youÂ ¢ â €
"Â° took command in the resolution of difficulties in transfer technology has taken command in the resolution of difficulties in technological transfers with China and India. With China and India. 7. In fact, many organizations begin their improvement efforts using the self -assessment criteria. Innovation management: innovation is not the most strictly the competence of the research and development departments. Examine how communication mechanisms vary for several groups of customers and market segments. For example, Baldrig, Lean and Six Sigma ALEXAMPLE, itazzilacof itazzilacof e otacrem id itazzilacof e itazzilacof itneilc onos §Á â ˆ-Á ˆ-Á ˆ-Á ˆ-Á ˆ-Á ottaf id ottaf rep tnemeganaM eriugeTcaF id asuac a isa ˆA ˆ A ardaugs id oiccorppa nu erazzilitU isa ˆA ˆA itatlusir ius sucoF itatlusir us onartnecnoc is amgiS xiS e naeL â?ottodorp led inoizatserp elled itatlusir i onos ilauQâ).stp 001(ossecorp led itatlusiR 1.7).stp 001(issecorp ied e ottodorp led itatlusiR 1.7 ª§ivitarapmoc itad e eznednet ,itnerroc inoizatserp id illevil e eznednet ,ilautta ecnamrofrep id illevil edulcni e evaihc eera ni arolgim e edulcni e evaihc eera ellen enoizazzinagroânu id otnemarolgiM e ecnamrofreP sesserddAecnamrofreP enoizazzinagroânu elgovliR).stp 054(itatlusiR .21 itatlusiRitatlusiRÂ¾ tnemeganaM ssecorPtnemeganaM ssecorPª¾ sucoF ecrofkroWsucoF ecrofkroWª¾ enoitseG aznecsonoC alled enoitseG e isilanA ,tnemerusaeMegdelwonK e isilanA ,tnemerusaeMª¾ sucoF remotsuCsucoF remotsuCª¾ gninnalP cigetartSgninnalP cigetartSgninnalP cigetartSª¾ pihsredaeL.ª¾ tiforp noN/ssenisuB id iretirC tiforpoN/ssenisuB led eirogetac ettes elled eirogetaC etteS .itairporppa ivitarapmoc itad e itatnemges itatlusir ehcna edeihciR â?ottodorp led inoizatserp elled itatlusir i onos ilauQâ edeihc ottodorp led itatlusiR 1.7 .etneilc led sucoF nu id enoizaerc allen e inoizeril elled enoizatsopmi'llen elartnec olour nu onodnoc)oroval azrof alled sucoF(5 airogetac aL .etneilc led sucoF nu id enoizaerc allen e inoizeril elled enoizatsopmi'llen elartnec olour nu onodnoc evaihc edifi et e ,anoiznuf otnoc us evaihc ezmeulfni el ,enoizazzinagro'lled aenatnats'nu esinorof onizitsop li ,drawA egirdlaB enoizacilppa'su id esinorof oilforp li ,drawA egirdlaB enoizacilppa'su id esinorof oilforp li .etneilc led sucof nu id enoizaerc allen e inoizeril elled enoizatsopmi'llen elartnec olour nu onodnoc)gninnalp cigetarts(.Átiru e ,anoiznuf otnoc us evaihc ezmeulfni el ,enoizazzinagro'lled aenatnats'nu esinorof onizitsop li ,drawA egirdlaB oimerP 2102 .13 aicaciffeaicaciffe odoirep ognul nu rep pihsredael etrof anu edeihciR etrof anu edeihciR ai â etnemmarapid ¾í Even segmented results and adequate comparative results also requires segmented results appropriate comparative data. It includes a request to identify available sources of comparative and competitive data to underline the need for such sources and to provide a context for subsequent responses. 20. Measurement, analysis and 4. Agility: Success in today's ever changing and competitive environment requires agility, rapid change and flexibility. This collaboration and interconnection help organizations achieve efficiencies between units. P.2 Organizational situation asks "What is the strategic situation of your organization?" It asks an organization to describe its competitive environment, key strategic challenges and benefits, and the system for performance improvement. For example, in a Lean environment, you work continuously to identify and eliminate waste production processes. ► Society of Social Responsibility Leaders should underline the responsibilities of public, ethical behaviour and leaders should underline the responsibilities of public, ethical behaviour, and the need to consider the welfare and benefit of society, which refers to leadership and support, within the limits of the resources of an organization, leadership and support, the limits of public resources of publicly important purposes. The circular shapes displayed next to the arrows depict the relative clarity or definition of the objectives of an organization. (small business) ►North Mississippi Health ServicesNorth Mississippi Health Services, Tupelo, Miss. The results can be the bottom line, but they are made through a successful performance management system driven by the top. ► Provides global leadership inIt also provides global leadership inof the excellence of performance and in the exception of the promoting performance and in learning and sharing learning and sharing success, principles, principles and strategies. P.1 Organizational description asks â € œWhat are your key organizational characteristics? Stakeholders, partners and collaborators. Participants in the program â-º86 winners of the prize (91 prizes) 86 winners of the prize (91 prizes) â-º1,458 candidates for the Baldrig Award1,458 applications of the Baldrig Award Â-CENTHI 5,800 examiners formations of 5,800 examiners formed â-º widespread participation of participation Â-CERTRIVATE-SERATOR CONTRIBUTIONS CONTAINSCRIPRIVER-ENTER contributions provide over 90% of the support of the program 90% of the support of the program 8. Management of measurement, analysis and knowledge (90knowledge management (90 pts.) PTS) deals with the analysis, revision and improvement of the analysis of the addresses, the review and improvement of organizational services and data management, organizational performance and data management, knowledge and resources of the InformationKNewledge e of information resources â-º 4.1 Measurement, analysis and improvement of 4.1 measurement, analysis and improvement of organizational asks â € â € œThere measure, analyze and therefore improve organizational asks â € â € œThere measure, analyze and therefore improve the organizational performance? â € Performance? â € it covers the data and information on the Performance at all levels and in the whole covers data and information on performance at all levels and in all parts of the organization. parts of the organization. In addition, he asks you to describe how your organization supports its key communities. 5.2 The environment workforce asks for â € œHow is built effective and e Environment of the workforce? Face the way your organization manages the capacity of the workforce and the ability to do its work and how it maintains a safe, safe and supportive working climate. The fundamental values and concepts are incorporated into the systematic processes addressed in the categories of criteria from 1 to 6. The foundation of the system (the background of the figure) is composed of measurement, analysis and management of knowledge, which are fundamental for the effective management of the organization and for a system based on facts and based on knowledge to improve performance and competitiveness. It also asks how senior leaders communicate and involve the workforce, focus on action to achieve organizational goals and create and balance the value for patients and other stakeholders in their performance expectations. â-o held talks at the cabinet level with the Soviet Union in seven years that held talks at the cabinet level with the Soviet Union in seven years that paved the way for greater access to U.S. businesses on the Soviet market. way for greater access to U.S. businesses on the Soviet market. partnerships can be a source of strategic advantage for an organization. What's the Baldrige program? What's the Baldrige program? Tupelo, Miss. 1. The criteria are built on them. They focus on business outcomes as well as organizational business results as well as improved organization and improved innovation and system business. Baldrige's criteria for Baldrige and other improvement tools - Baldrige to develop a global baldrige to be used for the overall use of Baldrige for total use for use in Baldrige's use to be consumed erarolgim erarolgim o inoizarepo erattegorp rep itnemurts irtla o naeL ,amgiS xiS esuoT rep itnemurts irtla o naeL ,amgiS xiS osu'l - çÁ itatlusir i aiccart e itatlusir i aiccart e otnemarolgim li rep eera el acifitnedi ,ecnamrofrep appam al rep eera el acifitnedi ,evaselpmoc inoizatserp elled appam anu appulivS Krow Ruoy Ngised Uoy OD WOHâ € € € € SKSAâ € € € € € € € € € € €? smetsyS kroW 1.6 Âª¾â€ sessecorP kroW stI sevorpmIsessecorP kroW stI sevorpmI dna ,seganaM ,sngiseD dna ;seicnegremE rof seraperPdna ,seganaM ,sngiseD dna ;seicnegremE rof seraperP? ;smetsyS kroW stI sngiseD noitazinagrO na woH sesserddA;smetsyS kroW stI sngiseD noitazinagrO na woH sesserddA).stp).stp 58(tnemeganaM ssecorP .stcudorp ruoy fo esu Áã¢sremotsuc troppus ot smsinahcem dna.stcudorp ruoy fo esu sremotsuc troppus ot smsinahcem dna ;stp 54 (Remotsuc ehat fo eciov 1.3) .stp 54 (Remotsuc ehat fo eciov 1.3 ª§â € ¢ € remotsuc eht fo eciovr emotsuC eht fo eciov emotsuC eht fo ecioV eht ot snetsiL dna sremotsuC stieht ot snetsiL dna sremotsuC stieht ot snetsiL dna sremotsuC).stp 58(sucoF remotsuC.3).stp 58(sucoF remotsuC.3 sdeeccuS .S.U eht dna eveihcAsdeeccuS .S.U eht dna eveihcA snoitazinagrO :ecnelleccE ecnamrofreP si egirdlaBsnoitazinagrO :ecnelleccE ecnamrofreP si egirdlaB drawAdrawA ytilauQ lanoitaN egirdlaB mlocalM eht seganaMytilauQ lanoitaN egirdlaB mlocalM eht seganaM Âª¾â€ tnemeganam ecnellecxetnemeganam ecnellecxe ecnamrofrep no snoitazinagro setacudEecnamrofrep no snoitazinagro setacudE Âª¾â€ pihsrentnap etavirp-cilbup euqinu a sa setaperOpihsrentnap etavirp-cilbup euqinu a sa setaperO Âª¾â€ .ecnamrofrep sti ot dna ssenisub sÂÂnoitazinagro na woH si tnatropmi dna tnaveler tsom si tahw dnatsrednu)sreweiver dna ,sretirw noitacilppa ,tnemssesa-fles rof airetirC eht avittepsorp anu onocsinrof iretirc i emoc artsulli e inoizatserp elled aznellecce'l rep egirdlaB id iretirc ied ollevil olla id acimaronap anu ecsinrof krowemarF fo profit and non profit) â-zeprofit, including beneficial and non-profit organizations, including beneficial and and iccorppa ilG enoizargetnI .alkO ,asluT .avisulcse etnemaecorpiccer non .ælelprocreP .evitazzinagro Âtitnu el art otnemanidrooc ecnorp ehciauq e ,otnemarolgim e enoizatlav ,Átilibitepir noc issecorp ad inoizarepo elled enoziraheoc id isaf elled oizni'lla ˆÁ enoizazzinagro'l ,icorppaÁ acitsimetsis amirp allelN .72 otneibma'lled e azzervals alled .acilbbup etulas alled enoizetorp al e ecstispecnoc il âtnemelpmoc. e inoziorp ,eznednet id enoizanimreted al atropmoc itad ied islana'L .6 .icigetarts iggatnav ious i erattorfa rep aigetarts aus al ecslibats enoizazzinagro artsov al emoc animase ossE â?aigetarts artsov al appulivs is emoCâ edeihc aigetarts alled appulivs oL 1.2 ,itinU itatS ilgen)EB(ecnellecxE ssenisuB eramnerp e ozzilituali enratilical ,FEBMÁl erevoumorp(tnenrolped ous led e)FEBM(krowemarF ecnellecxE egirdlaB mlocalM led enoizattegorp id inimret ni)PEPB(margorP ecnellecxE ecnamrofreP egirdlaB jsÁTSIN(sÁ´ygolonhceT dna sdradnatS fo etutitsnI lanoitaN led otnemarolgim id Átinutroppo el e azrof id tnuap i ,ilanoizaznagro iulupile rep senimret ogupni a ingepmI It also examines how your organization builds and manages its knowledge resources and the continuous availability of data, information, hardware and software in case of emergency. ► AgilityAgility : Success in the ever changing and competitive environment worldwide The success of the current globally competitive environment requires agility, a capacity for rapid change and flexibility. requires agility: a capacity for rapid change and flexibility. ► 4.2 Information Management, Knowledge and 4.2 Information Management, Knowledge and Information Technology (45 pts.) Information Technology (45 pts.) "How do you manage your information, your organizational knowledge, asks "How do you manage your information, organizational knowledge and information technology?" It deals with the availability and quality of the necessary data, information, hardware and software for your workforce, suppliers, partners and software for your workforce, suppliers, partners and customers. In the control phase of a Six Sigma project, data is generated and monitored continuously to identify the needs of further improvement. This article also highlights the purpose and use of statistical results and reviews, also using them to make strategic decisions for your organization. For example, you could use Baldrige to develop a general performance map, identify areas for improvement and track results using Six Sigma, Lean or other tools to design operations or improve processes 6. ► Focus on the results and value creation of Focus on the results and value creation 9: This figure should be used. ¡S .¡S enoizatulav id iretirc i ednoffid e appulivS Âª¾â€ appulivS Âª¾ sreoldhekats .evaihc itatlusir irtsov i rep erolav li eraicnalib e eraerc ,eraerc â?pihsredael ertsov led itatlusir i onos ilauQâ enimase ,rotces etavirp al ni enoizarepooc nni etalc es etaicnalib"in close collaboration with the private sector. 13. 7.6 leadership results ask "what are the results of your leadership?" examines the key governance of your organization and senior leadership results, tax liability, legal compliance, ethical behavior, social responsibility and key community support. the organizational profile (the umbrella at the top of the figure) sets the context for how the organization operates, contributions from recipients of the prize. ® and regional conferences â ‹thinthence Customers/suppliers/suppliers of suppliers-seminars and seminars and seminars of workshopshort-writing articles of articles 9. are the basis for integrating key performance and operational requirements within a results-oriented framework that creates a basis for action and feedback. focus frameworks for performance excellence. basic values and concepts - evaluation of the members of the workforce and of the partners expressing the members and partners of the workforce ¡ asi §¡the success of the organization increasingly depends on a success of the organization for the committed work depends more and more on a committed workforce and on the different contexts of work, knowledge, skills, creativity, creativity and on different backgrounds. motivation of his workforce and his partners. This is whatis an aid for evaluating and evaluating process elements (categories from 1 to 6.) It also examines how key strategic objectives balance the needs of all major stakeholders. It also addresses how your organization assesses its performance and uses these reviews to improve its performance. It also examines the ability of your organization to meet the skills and needs of the capacity of the workforce and to build a work environment that is favorable to high performance. Steps towards MatureSteps towards the degrees of mature 17. The results triad—Workforce Focus, Process Management and Results— focus on the workforce and key processes that accomplish the work of the organization that produces the overall performance results. In addition, it addresses how your organization assesses the commitment of the workforce and uses the results to achieve higher performance. It deals with the availability and quality of data, information, hardware and software necessary for your workforce, suppliers, partners, collaborators and customers. 23. Set directions and create a customer focus. Results (450 pt.)7 The selected measures should best represent the factors leading to improving customer, operational, financial and social performance. ► Customer-Driven ExcellenceCustomer-Driven Excellence to Performance and quality are judged byof an organization. organization clients. Focus on results and value creation: results should be used to create and balance the value for your key stakeholders. Internal partners may include unions and employees, while partners may include customers, suppliers, and education or community organizations. Responses for the Results Items should address performance results, trends, comparisons, and integration, as well as the breadth and importance of the results. Category 7 (Results) addresses your organizationâ€™s performance and improvement in six key areas. These systematic processes yield the performance results found in Criteria Category 7. ¢Âª¾Â Baldrige died July 25, 1987, in John Muir Hospital, Walnut Creek, California,Baldrige died July 25, 1987, in John Muir Hospital, Walnut Creek, California, after a rodeo accident in Brentwood, Contra Costa County, in Northernafter a rodeo accident in Brentwood, Contra Costa County, in Northern California.California. Workforce Focus (855. ¢ÂªÂ¾ 7.2 Customer-Focused Outcomes (90 pts.)7.2 Customer-Focused Outcomes (90 pts.) ˆÁ§Á asks ¢ÂªÂ¾What are your customer-focused performance results?¢ÂªÂ¾asks ¢ÂªÂ¾What are your customer-focused performance results?¢ÂªÂ ˆÁ§Á It examines results for customer satisfaction, dissatisfaction, andIt examines results for customer satisfaction, dissatisfaction, and engagement.engagement. Strategic Planning (85 pts.)2. 7.5 Process Effectiveness (450 pts.) ˆÁ§Á It examines your process effectiveness results?¢ÂªÂ It examines your key operational performance results that contribute to the achievement of organizational effectiveness, including your organization¢ÂªÂ¾s readiness for emergencies. 4. ¢ÂªÂ¾Á 1.2 Governance and Societal Responsibilities1.2 Governance and Societal Responsibilities (50 pts.)(50 pts.) ˆÁ§Á Asks ¢ÂªÂ¾How do you govern and fulfill your societal responsibilities?e¢ÂªÂ¾asks ¢ÂªÂ¾How do you govern and fulfill your societal responsibilities?e¢ÂªÂ ˆÁ§Á It examines several key aspects of your organization¢ÂªÂ¾s governance system and approach to leadership. It also asks how your assures legal and ethical behavior and fulfills its societal responsibilities. 25. 22. 2.2 Strategy Deployment asks ¢ÂªÂ¾How do you deploy your strategy?¢ÂªÂ It examines how your organization converts its strategic objectives into action plans to accomplish these objectives and how it deploys and assesses progress on its action plans. The Man BehindThe Man Behind ¢ÂªÂ¾Á Howard Malcolm Baldrige, Jr. (October 4, 1922 ¢ÂªÂ¾Á July 25, 1987) was theHoward Malcolm Baldrige, Jr. (October 4, 1922 ¢ÂªÂ¾Á July 25, 1987) was the 26th Á United States Secretary of Commerce.26thÁ United States Secretary of Commerce. Category Point ValuesCategory Point Values 11 LeadersLeadership 120120 22 Strategic PlanningStrategic Planning 8585 33 Customer FocusCustomer Focus 8585 44 Measurement, Analysis, and Measurement, Analysis, and Knowledge ManagementKnowledge Management 9090 55 Workforce FocusWorkforce Focus 8585 66 Process ManagementProcess Management 8585 77 ResultsResults 450450 TOTAL POINTSTOTAL POINTS 1,0001,000 19. 3.1 Customer Engagement asks ¢ÂªÂ¾How do you engage customers to serve their needs and build relationships?¢ÂªÂ It asks how your organization determines product offerings and mechanisms to support customers ÂªÂ use of your products. ¢ÂªÂ¾Á Lean and Six Sigma methodologies drive wasteLean and Six Sigma methodologies drive waste and inefficiencies out ofÁ land inefficiencies out ofÁ Aprocesses.processes. 4. 22. HistoryHistory The Malcolm Baldrige National Quality ImprovementThe Malcolm Baldrige National Quality Improvement Act of 1987, Public Law 100-107Act of 1987, Public Law 100-107 ¢ÂªÂ¾Á Created Award Program to Created Award Program to ˆÁ§Á identify/recognize role-model businessesidentify/recognize role-model businesses ¢ÂªÂ¾Á Expanded to health care and education to health care and education (1998) ¢ÂªÂ¾Á Expanded to nonprofit (+ Government) sector ¢ÂªÂ¾Expanded to nonprofit (+ Government) sector ¢ÂªÂ¾Á disseminate/share best practicesdisseminate/share best practices ¢ÂªÂ¾Á Expanded to health care and education to health care and education (2005)(2005) 5. It addresses your long-term organizational sustainability, including your needed core competencies, and your ability to execute the strategic plan. ¢ÂªÂ¾Á 6.2 Work Processes (40 pts.)6.2 Work Processes (40 pts.) ˆÁ§Á Asks ¢ÂªÂ¾How do you design, manage, and improve your keyAsks ¢ÂªÂ¾How do you design, manage, and improve your key organizational work processes?¢ÂªÂ¾organizational work processes?¢ÂªÂ¾organizational work processes?¢ÂªÂ It examines how your organization designs, implements, manages, andIt examines how your organization designs, implements, manages, and improves its key work processes to deliver customer value and achieveimproves its key work processes to deliver customer value and achieve organizational success and sustainability. organizational success and sustainability. The stages are as follows: Reacting to Problems . 7.4 Workforce-Focused Outcomes asks ¢ÂªÂ¾What are your workforce-focused performance results?¢ÂªÂ It examines results relating to workforce engagement and satisfaction, workforce and leader development, workforce capability and capacity, and the workforce climate. Results must be supported by linkages to the appropriate Process Items to show cause and effect. Withinimprovement in economy, efficiency, and effectiveness in government. Organizations should be led and managed so that innovation becomes part of the learning culture, is integrated into daily work, and reaches across the entire organization. It also asks for your key performance measures or indicators and the performance projections for both your short- and longer-term planning horizons. horizons.

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