

## Current Course Timetable

**IIP TO EXCELLENCE-** (1 DAY) 25 APR -  
COST £150 + VAT

### INTRODUCTION TO EXCELLENCE

**MODEL** - (1 DAY) 21 MAR OR 23 MAY -  
COST £150 + VAT

**UNDERSTANDING ISO 9001:2000** - (1  
DAY) 7 MAR OR 11 APR OR 30 MAY - COST  
£150 + VAT

### AUDITOR TRANSITION TO ISO

**9001:2000** - (2 DAYS) 13 & 20 MAR OR 17 &  
24 APR OR 16 & 22 MAY - COST £300 + VAT

**AUDITOR COURSE** (1.5 DAYS + WORKPLACE  
AUDIT) - COST £375 + VAT

### ISO 9001:2000 - UNDERSTANDING

**BUSINESS PROCESSES** - (1 DAY) 6 MAR OR  
10 APR OR 15 MAY - COST £175 + VAT

### ALL COURSES CAN BE RUN IN-HOUSE

ALSO COURSES ON INTEGRATED SYSTEMS,  
PROBLEM SOLVING, HEALTH, SAFETY AND  
ENVIRONMENTAL MANAGEMENT ETC.

## Quality Quotes

"Treat a man as he is, and he will remain as he  
is; treat a man as he can and should be, and he  
will become as he can and should be"

Goethe

## Keen to Reduce Costs?

Why not join our Clients who have  
contracted us to manage, audit and  
maintain their ISO 9000 systems?

## QA appoints a New Associate

Quality Associates has appointed Bob Cram as  
an Associate. Bob graduated in Mining  
Engineering from Strathclyde University in  
1978. His oil industry training began with  
Dowell Schlumberger in Bolivia followed by a  
series of assignments in Libya, Holland, France  
and Singapore. He returned to Scotland in  
1986 to take an MSc degree in Knowledge  
Based Systems at Heriot-Watt University. He  
joined BP's HSE department in Aberdeen. In  
1994 he was appointed Head of Emergency  
Response for BP Exploration Europe and, for  
the next few years, travelled extensively  
developing Emergency Response Facilities and  
procedures. Since 1996 he has worked as a  
consultant specialising in the development of  
Management Systems and Continuous  
Improvement Programmes covering topics  
such as HSE, IT, HR and Wellness.



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# Enabling Excellence

2002

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Issue 1

## Our Aim:

**To facilitate Business Excellence  
and provide best value.**

## Help required with the new Standard ISO9001:2000?

Quality Associates is already helping  
organisations of various sizes to prepare  
documentation and systems to allow  
registration. Most appear to need help to  
understand the new Standard and to  
understand and use "Processes". Do you?  
We provide open market courses and also  
in-house courses to meet your needs. Your  
organisation is unique and needs your  
unique set of processes. We can help you to  
define and document these processes. Give  
us a call.

## From IIP to Excellence

So you've got IIP, and you are justifiably  
proud, but you know in your heart that  
you still need to improve on the  
management of your people and your  
processes. So what is the next step? Many  
organisations have chosen the **EFQM  
Excellence Model**

## EFQM EXCELLENCE MODEL AND IIP

The **Excellence Model** places the  
management of your people in the context  
of a total management system, linking it  
with other key aspects of management such  
as leadership, policy & strategy,  
measurement and results. The Excellence  
Model incorporates the principles of IIP, it  
adds to them, it broadens the focus and  
brings depth and breadth to your people  
management systems so that your people  
management is given context and  
substance. In other words, the Excellence  
Model integrates your IIP system into a  
cohesive management structure in the quest  
for business excellence.

In the specific categories of People  
Management and People Results, the  
Excellence Model looks in detail at how:

- people resources are planned
- peoples' knowledge and  
competencies are identified,  
developed and sustained
- people are motivated and  
empowered
- people and the organisation  
communicate
- people are rewarded, recognised  
and cared for
- people perceive the organisation  
the results indicate how you are  
performing in managing your  
people

The management of people thus fits within an overall structure of business excellence, and is not isolated as a “specialist” activity. It is therefore easier to see how people management issues support the aims and objectives of the organisation, where they fail to do so and thus where they need to be improved. The result is improving employee relations, communications and company morale.

IIP was your first step on the road to excellence. The EFQM Excellence Model is the next logical move for organisations that know you cannot stand still, and which wish to improve the management of people and all other aspects of organisational management.

## The Excellence Model: what is it?

The **Excellence Model** is a business model, a practical tool for progressive management.

In the modern world, if you don’t improve you won’t survive. If the competition is improving and you are not, the best you can hope for is to stagnate, with declining market share and un-realised profit potential. Unfortunately this has been the experience of too many sectors of UK business in recent decades.

The Excellence Model is a remedy for this situation. It is a proven practical tool for management to use if and when they perceive the need for their organisation to face the challenges of improvement, competition or even survival in competitive markets.

The model, which was developed by the MDs and CEOs of many top European businesses such as BT, Siemens, Bull and others, is not just another theory or standard. It is a distillation of the practical wisdom of practising senior managers in successful companies.

## Who should use the Excellence Model?

Top management in any organisation will know that they have to deliver faultless products and services if they are to survive. This applies equally whether you are in the private, public or voluntary sector. So the short answer is: any organisation which hopes to improve and to stay in operation will benefit hugely from the ideas and disciplines which underpin the Excellence Model.

## Why should you adopt the Model?

Organisations adopt the Model for a variety of reasons. Ask yourself these questions and see which, if any, apply to your organisation.

### We need to:

- **distinguish ourselves from the competition.**
- **understand where we are going wrong.**
- **reduce customer complaints**
- **meet our customers’ demands for better product or service quality & delivery.**
- **meet our parent company’s demands for a better performance.**
- **control our costs.**
- **avoid going out of business.**
- **meet new challenges.**
- **address liberalisation and/or deregulation of our sector.**
- **improve our image.**
- **address growing competition.**
- **improve our business results.**
- **meet changing market needs.**
- **meet new law / statutes.**
- **get staff committed to quality.**
- **prepare a better business structure.**
- **reduce bureaucracy.**
- **change our culture.**

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These and many other reasons were given by a group of 35 private and public sector organisations surveyed in the use of the Model. All reported success in some degree. All were happy to recommend the Excellence Model as a tool for organisational improvement.

Adopting the Excellence Model as a method of improvement is the first step by management to providing a comprehensive system of management which takes you on the endless road to achieving a World-Class organisation.

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## How does it work?

Under the headings of Leadership, Policy, People, Resources, Processes (collectively known as the **Enablers**) and **Results** for Customers, People, Society and Key Performance outcomes, the Model criteria give practical advice on what the best organisations do to achieve excellence in these areas. By identifying your “**Strengths**” and “**Areas for Improvement**” the Model allows you to target your efforts to produce the best improvement results in the quickest time.

The unique scoring system enables you to compare your own organisation with “Best-in-Class” and “World-Class” organisations, so setting realistic and achievable aims and targets for further improvements.

## The Excellence Model

### An invaluable Tool for Management

It is important to understand that the Excellence Model is primarily a tool for management. The Model can be used in so many ways and is helpful in so many matters that any forward-looking management team would benefit from using it as a main tool to drive their business. Because the Model covers almost all aspects of what makes organisations “excellent” and because it stimulates fresh thinking, it can bring benefits at many levels: in targeting change where it is most needed; in changing the culture; in improving your processes; in improving the morale of your employees; in giving guidance on use of resources; in helping you to institute managing by fact; in helping with internal and external communications; in guiding your planning activities; in clarifying relationships with customers and suppliers; in focusing management time and attention where it will bring most lasting benefit.

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**If you want to know more about how the Excellence Model can help you, please email [info@aqa.co.uk](mailto:info@aqa.co.uk) or visit our Website: [www.aqa.co.uk](http://www.aqa.co.uk) or phone **Bill Cruickshank on 01224 641953****

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