

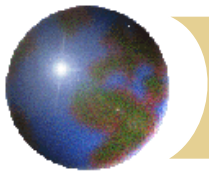
EFQM

RADAR measurement model

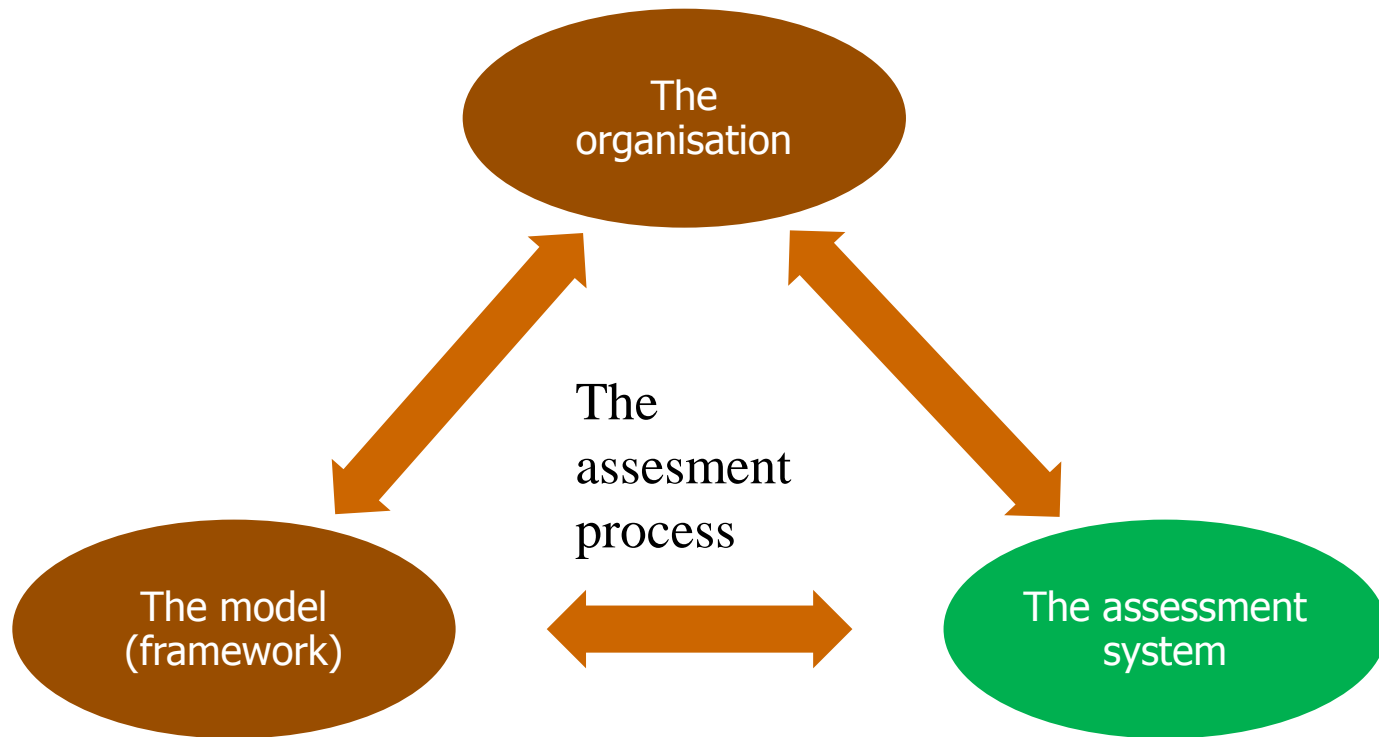


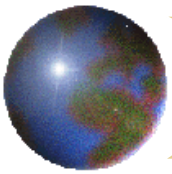
Dr. Carlos Machado, UAB (VUB-EhB).



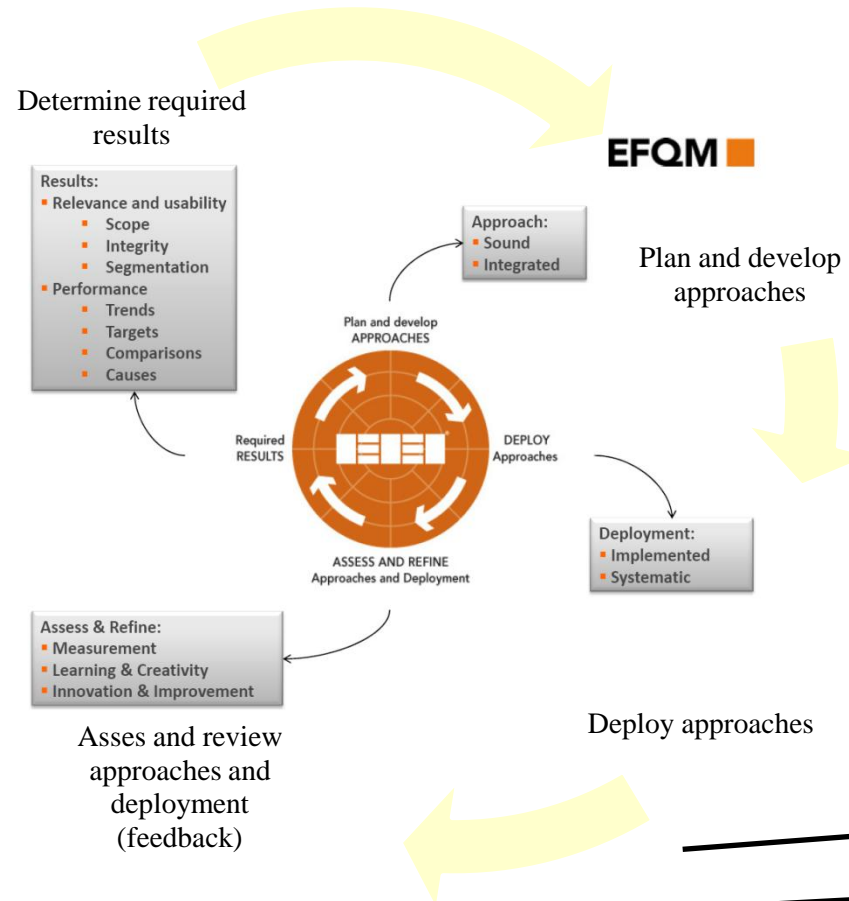


Self-assessment structure: an effective assessment





PDCA and RADAR concept



EFQM ■

Plan and develop approaches

Deployment:
• Implemented
• Systematic

Deploy approaches

Determine required results

Results:
• Relevance and usability
 • Scope
 • Integrity
 • Segmentation
• Performance
 • Trends
 • Targets
 • Comparisons
 • Causes

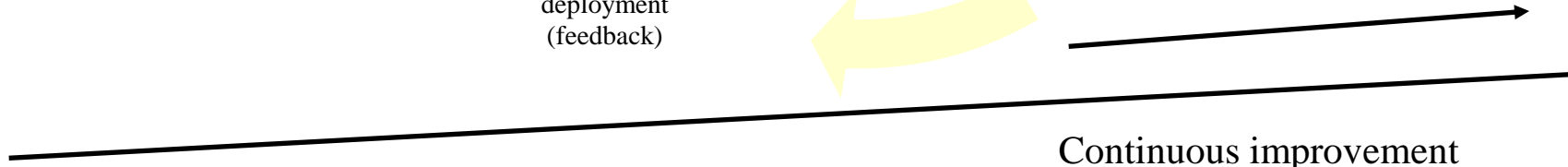
Approach:
• Sound
• Integrated

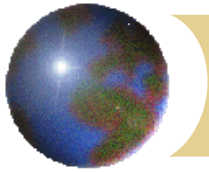


Asses & Refine:
• Measurement
• Learning & Creativity
• Innovation & Improvement

Asses and review approaches and deployment (feedback)

Continuous improvement



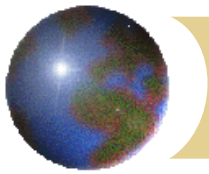


RADAR elements

Results, Approach, Deployment, Assessment and Review are the elements of radar

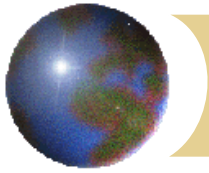
Each element contains a number of attribute

Elements and attributes should be addressed for each criterion part of the model when assesing using RADAR



RADAR Elements and attributes

Element	Attributes
Results	Trends Targets Comparisons Causes Scope
Approach	Sound Integrated
Deployment	Implemented Systematic
Assessment and review	Measurement Learning improvement



Enablers : approach

Approach covers what an organisation does or plans to do and the reasons for it, each criterion part

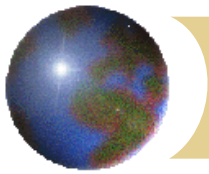
Assessment takes account of the following attributes

Sound: - approach has a clear rationale

- has well defined and developed processes
- focuses on stakeholder requirements

Integrated : - supports policy and strategy

- links with other approaches as appropriate



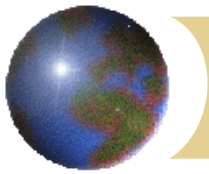
Enablers : deployment

Deployment covers what an organisation does to implement the approach

Assessment takes account of the following attributes

Implemented: - approach is implemented vertically and horizontally via the relevant processes in the relevant functions

Systematic : is deployed in a structured way with the method used being planned and executed soundly



Enablers : assessment and review

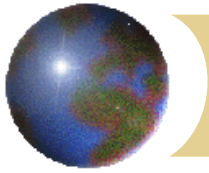
Assessment and review covers what an organisation does to review and improve the approach and the deployment of it

Assessment takes account of the following attributes

Measurement: appropriate measurement of the effectiveness of the approach and the deployment of it has been identified and is being undertaken

Learning: learning activities are undertaken to identify good and best practices

Improvement: output from measurement and learning is used to identify, prioritise, plan and implement improvement



Results

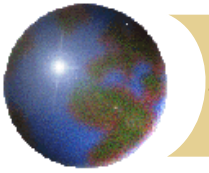
Results covers what an organisation achieves

Trends : results trends are positive and/or there is sustained good performance

Targets : appropriate targets are set and achieved

Comparisons : comparisons with appropriate external organisations take place and are favourable

Causes : the results were caused by the approach used

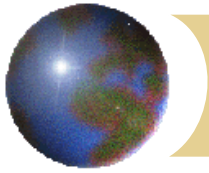


Results : scope

Scope covers what an organisation measures

Assessment will take account of whether:

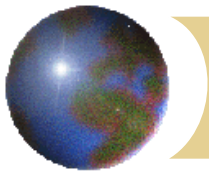
- The results cover all relevant areas of the organisation
- A full range of results, relevant to the criterion, are presented
- The results are appropriately segmented



Exercise - RADAR

Individually consider and agree as a team for which RADAR elements/attributes each of the statements in exercise 4 provides evidence

Discuss and resolve any issues arising from the RADAR assessment system



Linkages people

