



Annex 4: Self-assessment tool based on the Business Excellence Model of the European Foundation for Quality Management

Criteria for self-assessment based on the Business Excellence Model of EFQM

Enablers			Резултати	
Leadership	People	Processes	Hman resources – results	Main results from the activity
	Policies and strategies		Focus on customer	
	Partnerships and resources		Society - results	
Innovativeness and gaining of knowledge				

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1. LEADERSHIP

1.a. The leaders develop the mission, vision, values and the ethics and are role models for the culture of prosperity.

1.б. The leaders personally participate in the ensurance of the existence of a system for management of the organization, which is developed, implemented and is continuously improved.

1.B. The leaders collaborate with customers, partners and the representatives of the society.

1.r. The leaders are the moving power for the maintenance of a culture of prosperity amongst the people in the organization.

1.д. The leaders identify and lead the changes in the organization.

2. POLICY AND STRATEGY

2.a. The policy and the strategy are based on current and future needs and expectations of all interested parties.



2.6. The policy and the strategy are based on information received from measurement of achievements, researches and external activities related to the activity of the organization.

2.B. The policy and the strategy are developed, are being reviewed and are renewed.

2.r. The policy and the strategy are communicated and implemented through a frame of key fort the organization processes.

3. PEOPLE

3.a. The human resources are planned, managed and improved.

3.6. The knowledge and competencies of the employees are identified, developed and maintained.

3.B. The people are being involved and empowered.

3.r. Between the people and the organization there is a dialogue.

3.д. The people are being rewarded, recognized and cared for.

4. PARTNERSHIPS AND RESOURCES

4.a. The external partnerships are well managed.

4.6. The finances are well amanged.

4.B. The buldings, equipment and materials are well amanged.

4.r. The technologies are well managed.

4.д. The information and the knowledge are well managed.

5. PROCESSES

5.a. The processes are systematically prepared and managed.



5.б. The processes are improved according to the necessity, while innovations are used with the purpose full satisfaction and development of more value for the customers and the rest of the interested parties.

5.в. The products and the services are developed and maintained based on the main needs and expectations of the customers.

5.г. The products and the services are produced, delivered and guarantee served.

5.д. The relationships with the customers are well managed and improved.

6. CUSTOMERS RESULTS

6.a. Measurement of impressions.

6.б. Indicators for finished work.

7. EMPLOYEES RESULTS

7.a. Measurement of impressions.

7.б. Indicators for finished work.

8. SOCIETY RESULTS

8.a. Measurement of impressions.

8.б. Indicators for finished work.

9. KEY RESULTS RELATED TO THE BUSINESS ACTIVITY

9.a. Measurement of impressions.

9.б. Indicators for finished work.