

# Using the EFQM- model for quality management

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## AUSTRIA

Quality management in PES addresses the challenges of improving customer orientation, optimising processes, managing change as well as fostering innovation and learning. It aims at the provision of high-quality services and a continuous improvement process. The EFQM-model (European Foundation for Quality Management) for business excellence is a model that allows a holistic view of an organisation and supports the build-up and advancement of a comprehensive quality management system. It is based on a self-assessment of strengths and weakness in which all employees are involved, and which aims to identify possible areas for improvement.

Name of the PES	AMS – Arbeitsmarktservice Österreich
When was the practice implemented?	1999-ongoing.
What were the practice's main objectives?	Improving customer orientation, optimising processes, analysing chances and risks, managing change as well as fostering innovation and learning.
What activities were carried out?	<p>In general, systematic quality management is a process which comprises:</p> <ul style="list-style-type: none"> <li>▶ quality policy, i.e. the definition of quality objectives;</li> <li>▶ quality planning, i.e. the systematic process of translating quality; policy objectives into measurable targets together with a sequence of steps for realising them within a specified timeframe;</li> <li>▶ quality steering, i.e. the specification of requirements necessary to achieve the quality targets;</li> <li>▶ quality assurance, i.e. a regular and systematic review of information related to quality;</li> <li>▶ quality improvement, i.e. the use of this information to introduce corrective actions aimed at improving quality.</li> </ul> <p>In 1999, the organisation started to implement such systematic quality management by launching a series of self-assessments at all levels of the organisation, including all local offices, based on the EFQM-excellence model. The results of these assessments were transferred into a landscape which indicated the need for action and identified their priorities. In the following years, Austrian PES systematically standardised all processes as well as process interfaces and continuously developed new instruments to ensure systematic implementation of quality management. Among the new instruments were a good practice database, an employee satisfaction survey, an internal award ('Best of AMS'), a Balanced Scorecard for performance management and an idea management system. Using regularly conducted management assessments, this system was developed further and is being continuously improved.</p>
What outcomes/results have been achieved?	<ul style="list-style-type: none"> <li>▶ Measurable increases in customer satisfaction.</li> <li>▶ Measurable increases in employee satisfaction.</li> <li>▶ Strong performance-orientation at all levels of the organisation together with information sharing on good practices and new ideas.</li> <li>▶ Systematic involvement of local offices into the management of change process.</li> </ul>

What are the lessons learnt and success factors?

1. Commitment of top management is of utmost importance.
2. Senior management needs to be trained to acquire the necessary know-how.
3. Internal EFQM-know-how has to be built up by training employees and the establishment of appropriate structures (e.g. a core EFQM-team).
4. Identified areas for improvement should be translated into a landscape indicating the needs for action which can be worked on step-by-step. The critical point is to gain momentum.
5. Aim at 'quick wins' and communicate them to demonstrate the benefits of quality management.
6. Transfer plans into concrete projects and systematically assess the achieved progress.
7. Implement continuous improvement throughout the organisation by defining roles, tasks and functions.
8. Develop a set of methods for continuous improvement and process optimisation, and anchor it in the organisation.
9. Establish quality management as close as possible to top management at all levels of the organisation and integrate quality, process and risk management into one system.
10. Compare yourself systematically with others (including private companies), especially organisations which also use the EFQM-model.



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