

Strategic Rail Authority

**Business Excellence
Questionnaire (“EFQM”)**

BUSINESS EXCELLENCE QUESTIONNAIRE (“EFQM”)

The SRA has a strategic procurement objective based on the efficient and effective development of a business partnership with suppliers. In order to assess how/if an Applicant would align with the SRA’s structure and procedures the following questions should be addressed and supportive evidence supplied.

In answering Questions 1.1 to 1.9 below, each Member should use the most relevant example of their experience as a passenger transport service operator as provided in **Section 5** of the separate franchise replacement “Accreditation Questionnaire” and provide recent examples of implemented plans/initiatives and their impact on continuous improvement objectives. Wherever possible, state the time-scales involved in achieving results and improvements.

The EFQM Business Excellence Model assessment process is one of the methods used by the Authority to benchmark and assess responses to Questions 1.1 to 1.9.

For further information see:

http://www.efqm.org/model_awards/model/excellence_model.htm.

To provide further guidance a typical “model” answer is shown at the end of this Section.

The Questionnaire is intended to enable the SRA to rank Applicants on the demonstrated excellence of their business processes, structures and procedures.

Applicants should submit their responses to Questions 1.1 to 1.9 in a maximum total of 40 single sided A4 pages with a minimum font size of 11pt and a maximum line spacing of 13pt.

1.1 Leadership of Operations

Excellent Leaders develop and facilitate the achievement of the mission and vision. They develop organisational values and systems required for sustainable success and implement these via their actions and behaviours. During periods of change they retain a constancy of purpose. Where required, such leaders are able to change the direction of the organisation and inspire others to follow.

- 1.1.1 How do the leaders develop the mission, vision, values and ethics and are they role models for a culture of excellence?.
- 1.1.2 Demonstrate how the leadership of the group is involved in the review, development, implementation and continuous improvement of the organisation's management systems.
- 1.1.3 Demonstrate how the senior management team is involved with customers, partners and other representatives of society.
- 1.1.4 How does the senior management use a culture of excellence to motivate, support and recognise the organisations people?.
- 1.1.5 How do the organisation’s leaders identify, implement, manage and assess change?

1.2 Policy and Strategy

Excellent organisations implement their mission and vision by developing a stakeholder focused strategy that takes account of the market and sector in which it operates. Policies, plans, objectives, and processes are developed and deployed to deliver the strategy.

- 1.2.1 Demonstrate how your policies and strategy meet the present and future needs and expectations of your stakeholders.
- 1.2.2 Describe how you review and implement information from performance measurement, research, learning and creativity related activities.
- 1.2.3 Describe how you develop, review and update policy and strategy.
- 1.2.4 Describe how you deploy policy and strategy decisions, e.g. through what processes.

1.3 People

Excellent organisations manage, develop and release the full potential of their people at an individual, team based and organisational level. They promote fairness and equality and involve and empower their people. They care for, communicate, reward, and recognise, in a way that motivates staff and builds commitment to using their skills and knowledge for the benefit of the organisation.

- 1.3.1 Describe how your people resources are planned, managed and improved.
- 1.3.2 Describe how you ensure that people's knowledge and competencies are identified, developed and sustained.
- 1.3.3 Describe how you involve and empower your people.
- 1.3.4 How do you ensure your organisation and its people have a dialogue?
- 1.3.5 Describe how your people are rewarded, recognised and cared for.

1.4 Partnerships and Resources

Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support policy and strategy and the effective operation of processes. During planning and whilst managing partnerships and resources they balance the current and future needs of the organisation, the community and the environment.

- 1.4.1 Describe how external relationships are managed.
- 1.4.2 Describe how your finances are managed.
- 1.4.3 Describe how your facilities are managed.
- 1.4.4 How do you take account of innovation and technological change?
- 1.4.5 How do you manage knowledge and information.

1.5 Processes

Excellent organisations design, manage and improve processes in order to fully satisfy, and generate increasing value for, customers and other stakeholders.

- 1.5.1 Describe how your processes are systematically designed and managed.

- 1.5.2 How are your processes reviewed and improved on a continuous basis?
- 1.5.3 How do your customer needs and expectations impact on your processes?
- 1.5.4 Demonstrate how your processes ensure delivery of outputs.
- 1.5.5 Describe how your processes manage and enhance customer relationships.

1.6 Customer results

Excellent organisations comprehensively measure and achieve outstanding results with respect to their customers.

- 1.6.1 Demonstrate how you measure your customers' perceptions of your organisation.
- 1.6.2 Demonstrate what measures you have to monitor, understand, predict and improve the team performance with respect to your customer perception/performance indicators.

1.7 People Results

Excellent organisations comprehensively measure and achieve outstanding results with respect to their people.

- 1.7.1 How do you measure your people's perceptions of your organisation?
- 1.7.2 How do you use feedback to improve your people's performance, especially for your customers?

1.8 Society Results

Excellent organisations comprehensively measure and achieve outstanding results with respect to society.

- 1.8.1 Do you have a policy for measuring society's perceptions of your organisation?
- 1.8.2 Do you have an environmental policy and how do you measure its effectiveness?

1.9 Key Performance Results

Excellent organisations comprehensively measure and achieve outstanding results with respect to the key elements of their policy and strategy.

- 1.9.1 Demonstrate how you measure, assess, remedy and improve your key outcomes; how are these defined by the organisation and are they agreed in policy and strategy documents.
- 1.9.2 What key performance indicators do you use to measure, assess and improve delivery of your business plan?

Guidelines for typical responses to Sections 1.1 to 1.9

High value is placed on processes and procedures that have been maintained over a 5-year period, less value to those maintained over 3 years and below. Photocopies of documents can be included as evidence - high value is placed on comprehensive evidence, less value on subjective or anecdotal evidence.

Question 1.1.1

Demonstrate how the organisation has developed its mission, visions and values. How does the tone from the top promote a culture of excellence?

Typical Response 1.1.1

In 1999 the Board of Directors defined the mission as follows: *(insert actual words)*. This resulted in a change to our business planning programme and business plan document. Both were amended to incorporate the overall mission into actual financial targets, business objectives and individuals' job descriptions and performance-linked rewards. *(Provide evidence of documents)*. By the beginning of financial year 2000-01 the company vision and values were defined as follows *(insert actual words)*. These were disseminated to all our employees and other stakeholders through a series of presentations during April-June 2000 and have now been incorporated into on-going company presentations to staff, clients and suppliers. *(Provide copies of typical documents with date of introduction)*.

Our Strategic Objectives are set out in the company business plan and include the following *(list as appropriate)*. These were approved by the Board in September 2000 and are communicated to all staff and stakeholders where appropriate.

The senior managers of the company have 'quality' targets built into their and their team's personal performance plans. These range from ISO 9001 process certification to individual staff development plans including quality based training courses. *(Enclose examples)*. Staff reward and retention policy is based on quality based outputs and is supported by the Board who monitors quality-based feedback to the organisation. *(Enclose examples)*. We have achieved a number of quality based awards including *(list as appropriate)*.