

## IMPLEMENTAREA MODELULUI EFQM© ÎN SISTEMUL DE EDUCAȚIE ISRAELI

## IMPLEMENTATION OF EFQM© MODEL IN THE ISRAELI EDUCATION SYSTEM

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**Rezumat:** Modelul european de calitate, EFQM, este considerat acum cel mai profesional model de calitate din lumea muncii. Mii de organizații, atât publice, cât și de afaceri, aplică principiile modelului pentru a câștiga concurență în domeniul lor. Acest articol va examina implementarea modelului indicat în sistemul educațional israelian

**Abstract:** The European quality model, EFQM, is now considered the most professional quality model in the work world. Thousands of organizations, both public and business, apply the principles of the model in order to win competition in their field. This article will examine the implementation of the model indicated in the Israeli educational system.

**Cuvinte cheie:** EFQM, sistemul educațional, politica israeliană, modelul de excelență

**Key Words:** EFQM, Education System, Israeli policy, Excellence Model

### IMPLEMENTATION OF EFQM MODEL© IN THE ISRAELI EDUCATION SYSTEM

#### 1. Introduction

The EFQM© – An Excellence Model. The Philosophy and the point of view behind the idea of the model is that the world does not "stand still". He is changing ever more rapidly. The interdependencies between organizations, communities, countries and economies are strengthening and increasing in complexity. To remain competitive in this environment, any organization needs to continually innovate and improve. Now, more than ever before, an organization needs to understand, balance and effectively manage the needs and expectations of their stakeholders. The EFQM© Excellence Model is a framework to understand and manage this complexity [10]. According to Educational System of Finland, different kinds of organizations use EFQM©, Excellence Model as a quality management system and an overall framework for quality development. EFQM© Model is a practical tool that is mostly used by educational organizations in self-evaluation of the organization, but it is also a useful framework for external audits as well as a useful structure for educational organization's management system. The EFQM© Model forces to examine organization's functions, operations and results as a whole. Excellent educational organizations identify key customers and customer groups to whom educational services are provided. It clarifies current and future needs of customers and customer groups and develops services accordingly. Organization's follow the satisfaction of customers and try to anticipate its development [5].

#### 1. Characteristics of the excellence model

The Model is pragmatic and practical, developed by leading organizations, to stimulate continuous improvement. The EFQM© Excellence Model allows people to understand the cause and effect relationships between what their organization does and the Results it achieves. The Model comprises of a set of three integrated components:

- **The fundamental Concepts of Excellence** - The Fundamental Concepts define the underlying principles that form the foundation for achieving sustainable excellence in any organization.

- **The Criteria** - The Criteria provide a framework to help organizations to convert the Fundamental Concepts and RADAR thinking into practice.

- **The RADAR** - RADAR is a simple but powerful tool for driving systematic improvement in all areas of the organization.

The specials of the Model are that it can be applied to any organization, regardless of size, sector or maturity. It is **non-prescriptive** and it takes into account a number of different concepts. It provides a **common language** that enables our members to effectively share their knowledge and experience, both inside and outside their own organization [12].

**The Fundamental Concepts of Excellence** outline the foundation for achieving sustainable excellence in any organization. They can be used as the basis to describe the attributes of an excellent organizational culture. They also serve as a common language for top management. There are **8 Fundamentals Concepts**:

**1. Adding value of customers**

Excellent organizations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

**2. Creating a sustainable future**

Excellent organizations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

**3. Developing Organizational Capability**

Excellent organizations enhance their capabilities by effectively managing change within and beyond the organizational boundaries.

**4. Harnessing Creativity**

Excellent organizations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

**5. Leading with Vision, Inspiration and Integrity**

Excellent organizations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

**6. Managing with Agility**

Excellent organizations are widely recognized for their ability to identify and respond effectively and efficiently to opportunities and threats.

**7. Succeeding through the Talent of people**

Excellent organizations value their people and create a culture of empowerment for the achievement of both organizational and personal goals.

**8. Sustaining Outstanding Results**

Excellent organizations achieve sustained outstanding results that meet both the short- and long-term needs of all their stakeholders, within the context of their operating environment.

**The Criteria of the EFQM model**

The EFQM Excellence Model consists of nine criteria and these are grouped into two broad areas. The first one is **Enablers** – which mean, how we do things? the second is the **Results**, which mean - outcomes which we target, measure and achieve [2]. The arrows shown in the following diagram 1.2 emphasize the dynamic nature of business and illustrate that innovation and learning helps leaders to improve the enablers which produce better results.

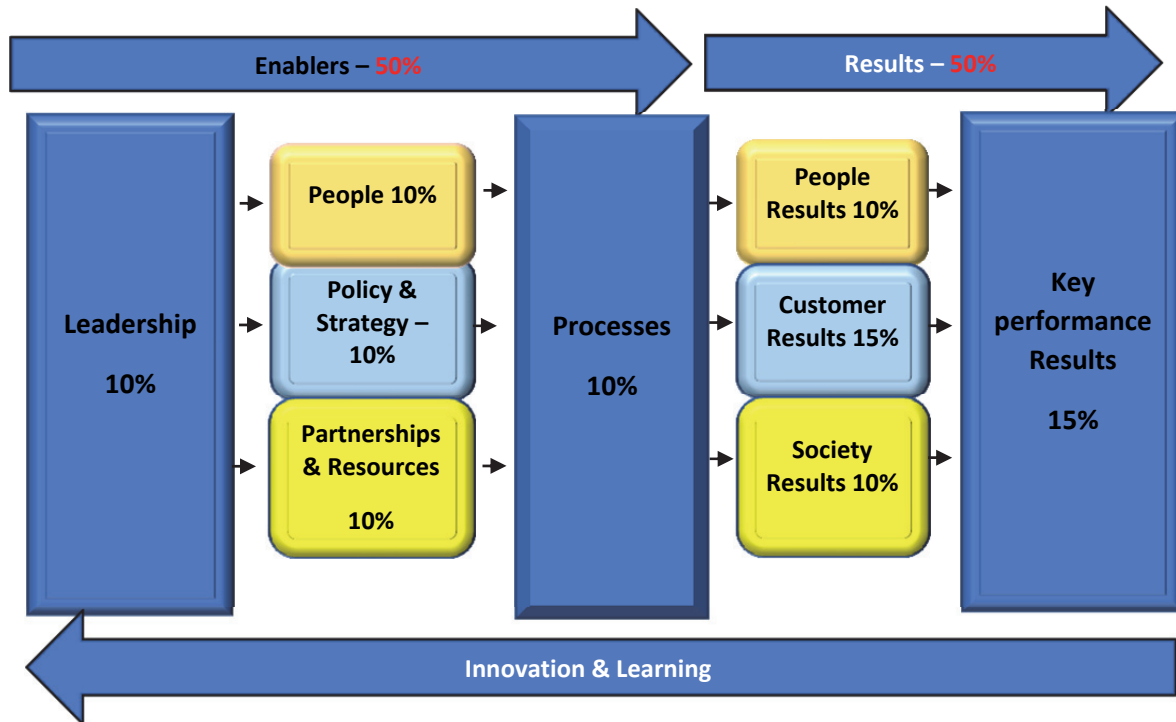


Figure 1. The EFQM© Excellence Model  
 Source: Made by the Author from [4]

According to the Model, The EFQM Excellence Model is based on 9 criteria. 5 of these are "ENABLERS" and four are "RESULTS". The "Enabler" criteria cover what an organization does and how it does it. The "Results" criteria cover what an organization achieves. Table 1. Specificity the Enablers and the Results of the model. According to the author, to the table 1, only determining of "key rules" of organizational excellence will lead to desired results. For example, excellent Innovation Agencies, to Use a framework of key processes to implement the organization's strategy. To Manage the end to end processes within the agency and structure expectations for processes that take place within its network of stakeholders and contributors. The process also ensures process owners understand their role and responsibility in developing, maintaining and improving processes. The managing process has to Develop a meaningful mix of process performance indicators and related outcome measures, enabling the review of the efficiency and effectiveness of the key processes and their contributions towards the strategic goals, use data on the current performance and capabilities of their processes, as well as appropriate benchmarks, to drive improvement, creativity and innovation.

**Table 1. The Enablers & Results by the EFQM Excellence Model:**

The "ENABLERS"	The "RESULTS"
<p><b>Leadership</b> - All organizations and institutes will have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organization to anticipate and reach in a timely manner to ensure the on-going success of the organization.</p> <p><b>Strategy</b>- All organizations and institutes will implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.</p> <p><b>People</b> - All organizations and institutes will value their people and create a culture that allows the mutually beneficial achievement of organizational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognize, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organization.</p> <p><b>Partnerships &amp; resources</b> - All organizations and institutes will plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.</p> <p><b>Processes, Products &amp; Services</b> - Excellent organizations All organizations and institutes will design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.</p>	<p><b>Customer Results</b> - All organizations and institutes will and institutes will achieve and sustain outstanding results that meet or exceed the need and expectations of their customers.</p> <p><b>People Results</b> - All organizations and institutes will achieve and sustain outstanding results that meet or exceed the need and expectations of their people</p> <p><b>Society Results</b> - All organizations and institutes will achieve and sustain outstanding results that meet or exceed the need and expectations of relevant stakeholders within society.</p> <p><b>Business Results</b> – All organizations and institutes will achieve and sustain outstanding results that meet or exceed the need and expectations of their business stakeholders.</p>

*Source: Made by the Author from source [1]*

### **The Idea of self-assessment - The RADAR Logic**

The EFQM describes the Radar logic as being at the heart of the Model of excellence. To apply the Radar logic, an organization needs to:

- Plan the Results it is aiming for in order to achieve its strategy.
- Develop an integrated set of Approaches to deliver the required results.
- Deploy the approaches in a systematic way.
- Assess and Review the approaches and implement improvements where needed

**The RADAR logic** is supposed to be a dynamic assessment framework and a powerful management tool which will provide a structured approach to questioning the performance of an institute and companies at the highest level that they can. The RADAR logic states that an organization must to:

- To determine the results which aiming to achieve as part of its strategy.
- To make plans and try to develop some integrated approaches to deliver the required results
- both now and for the future

- To deploy the approaches in a systematic way for ensure implementation in all departments.
- To assess and refine the deployed approaches which will base on monitoring and analysis of the results achieved and ongoing learning activities.

**Annex No' 2** present the Radar Circle Model for implementation the criteria of the EFQM Model [EFQM].

While the EFQM assigns percentages to scores, this can lead to organizations becoming focused on reaching a particular number, to the extent of specifying a precise numeric target for the organization to achieve, rather than focusing on how to improve [3]. However, scoring is an imprecise science, and numbers assigned by assessors can vary considerably. To lessen this focus on a numeric score, the authors have used the terminology of TQM literature to describe the different level of excellence and as the application of evidential reasoning to self-assessment of excellence.

### **The Integration of the EFQM Model in the Educational Services**

Different kinds of organizations use EFQM, Excellence Model as a quality management system and an overall framework for quality development. EFQM Model is a practical tool that is mostly used by educational organizations in self-evaluation of the organization, but it is also a useful framework for external audits as well as a useful structure for educational organization's management system. The EFQM Model forces to examine organization's functions, operations and results as a whole. Excellent educational organizations identify key customers and customer groups to whom educational services are provided. It clarifies current and future needs of customers and customer groups and develops services accordingly. Organizations follow the satisfaction of customers and try to anticipate its development.

The promotion of quality and excellence in the public service is one of the important national objectives that the State of Israel seeks to achieve. Institutional measures to promote high-quality management in the public service began about two decades ago [**FNAE- Finnish National Agency for Education**]. These measures have included: the implementation of government's decisions (in 1993); the establishment of a Department of Quality and Excellence at the Civil Service Commission; and the introduction of a new section in the Regulations for Government Employees in Israel entitled "Quality and Excellence in the Civil Service", which includes a set of rules for high-quality management of government ministries and units. In 2001, the Civil Service Commission in Israel decided to adopt, with necessary adaptations, the model of excellence developed by the **European Foundation for Quality Management (EFQM)**, which has been implemented in the public sector in many European countries [10]. The Model of Excellence that the Civil Service Commission decided to adopt is essentially a general system for organizational excellence, which provides a basis for conducting periodic evaluations of the state of quality management in any organization. This enables the organization to decide on priorities for improvements, to conduct periodic assessments in order to ensure that the improvements have been achieved, and eventually to consider requesting a more objective external inspection.

The vision underlying the initiative to implement this model in the Israeli civil service was that more units in the public sector would undertake to implement the general model of organizational excellence, evaluate themselves, adopt an organizational culture of constant improvement, request external evaluations, and eventually apply for the National Prize for Quality in the public sector [11]. Promoting quality and excellence is a strategic goal of the Israeli education system. Its importance was determined by the Government of Israel as early as 1993. The proposed law and policy detail the full range of administrative infrastructures required in this regard. From

the moment of the decision, institutionalized measures have begun to support the promotion of quality and excellence, and the trend has grown over the years (since 1993). The institutions have reached an organizational understanding that quality management is not only a matter of efficiency, efficiency, economics, propriety, management, etc., but rather a matter of organizational culture and quality of life. Quality management in educational services is an administrative approach designed to institutionalize mechanisms and implement processes that will ensure continuous improvement of efficiency in work in all educational systems, from the age of education to academic studies. Until the last few years (since 2011), models for excellence have been implemented in several educational institutions, mainly in the northern district of the Israeli Ministry of Education. In this district, under the support of Dr. Simchon [MOE], the director of the northern, in the Ministry of Education, which has known as the "pioneer" in the issue of excellence in the educational sector.

In order to implement the model in the educational systems, the Ministry of Education, together with professional's consultants, prepared an **Action Plan** that was proposed to various schools and educational institutions, with an emphasis on meeting the standards of the excellence model. The objectives of the plan were mainly three main objectives:

1. Transforming an assimilated school into a high-quality school based on the EFQM system model for quality and excellence.

2. Implementing an innovative holistic organizational system, designed and adapted to the unique characteristics of the school by providing innovative tools based on a "focused management" fabric, and providing an innovative solution to the major organizational-organizational dilemmas that the school faces.

3. Promoting the outputs and outcomes of the school in relation to its customers and key stakeholders: students, parents, the community and educational institutions on the continuum of education.

According to Simchon & Grinberg [8], In their Book "To staying on the wheel," the authors present a large number of choices for the tracks of excellence and organizational quality. From the implementation of excellence models, which based on the TQM excellence model, and continues to implement the EFQM methodology. They present in their way the "relationship" which the Educational Services are supposed to hold in the on - going team work dialogue between *Quality and Excellence*? In their opinion, excellence is the language of the educational organization, that will be expressed in the analysis of the indicators and trends of the organization's performance in order to improve. On the other hand, qualitative performance is the product of the client-oriented educational services (the student / parent) and will be expressed in the future. According to them, the higher the organizational excellence, the greater chance that the client (the student / parent) will receive is a higher quality of product.

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