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Many ways to improve – Quality management models by comparison

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good – better – best!?

- ❑ **“Permanent improvement”**
 - the main goal of quality management
- ❑ **3 well-known quality management models are widely used in public administrations:**



- ❑ **But – Which one is the best?**

Basic similarities



- **3 QM models show different approaches in establishing quality management systems - But - all models ...**
 - **support organisations in gradually reaching the main goal of quality management – “permanent improvement”**
 - **apply the PDCA logic**
 - **focus on the same fields of action – primarily customer orientation, process orientation and continuous improvement**

Basic differences

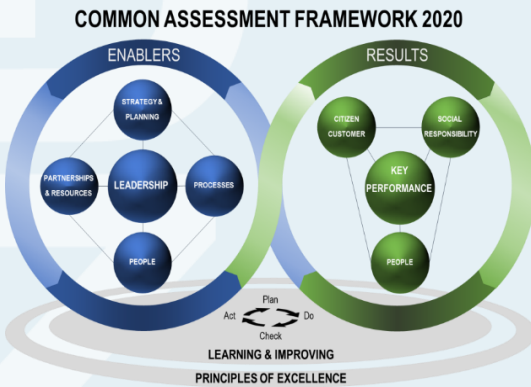


- 3 QM models differ in their approaches and thus also in their effectiveness
 - In the history of quality management two main trends are apparent
 - **holistic view** : CAF & EFQM follows TQM-philosophy
 - **singles out specific aspects of quality**: ISO is no TQM model
 - **Developing organisations with recommendations or precise requirements (fulfilling of standards)**
 - **ISO**: Approach "requirement" (e.g. fulfilment of standard requirements, conformity with the standard)
 - **CAF, EFQM**: Approach "what do we need for improvement?" (provide a TQM-based framework motivating the respective organisation to reflect on its current quality level)

CAF in a nutshell



- ❑ **TQM model: mainly for the public sector.**
- ❑ **First published in 2000, latest revision in 2020.**
- ❑ **Goal: increasing the organisation's quality level towards Excellence via continuous improvement from the inside out (self-assessment).**
- ❑ **CAF implementation focuses on self-assessment, although external evaluation can be obtained via a CAF label.**
- ❑ **The CAF is free of charge: the evaluation catalogue is publicly available and the implementation process can be conducted without external consultancy, and the CAF label is not very cost-intensive.**



Source: KDZ-Centre for Public Administration Research.

EFQM in a nutshell

Das EFQM Modell



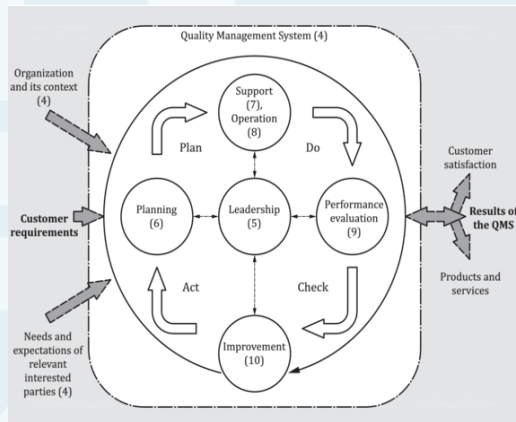
Source: EFQM: The EFQM Modell – free Version, 2019, p.4. (© EFQM)

- ❑ **TQM model: mainly for the private sector but also used in public sector.**
- ❑ **First published in 1988, latest revision in 2019/2020.**
- ❑ **Goal: to increase a company's level of quality towards Excellence**
- ❑ **Application process of the EFQM model comprises self-assessment and external valuation by EFQM assessors.**
- ❑ **In order to increase the qualification for certification, external consultancy is recommended.**
- ❑ **Depending on the achievement of certain basic requirements, “stars” are awarded in a certain classification.**
- ❑ **The cost factor has to be observed, as every aspect from the purchase of the evaluation catalogue (EFQM model) to the certification is cost-intensive.**

ISO 9001 in a nutshell



- ❑ **QM model (without TQM approach): mainly for the private sector but also used in the public sector in some cases.**
- ❑ **First published in 1987, revised in 1994, 2000, 2008, and 2015.**
- ❑ **The origins of a production standard are still perceptible, despite later changes towards a more holistic quality approach.**
- ❑ **As a generic model, a translation/transformation according to the specific requirements of an organisation is necessary.**
- ❑ **Usually the main goal is to improve the performance and obtain the ISO 9001 certification.**
- ❑ **The alignment of an organisation to the standard usually requires major alterations.**
- ❑ **The cost factor has to be observed, as every aspect from the purchase of the standard document to the certification is quite cost-intensive.**



Source: ISO: Online Browsing Platform
(<https://www.iso.org/obp/ui/#iso:std:iso:9001:ed-5:v1:en> [Download: 6.11.2020]).

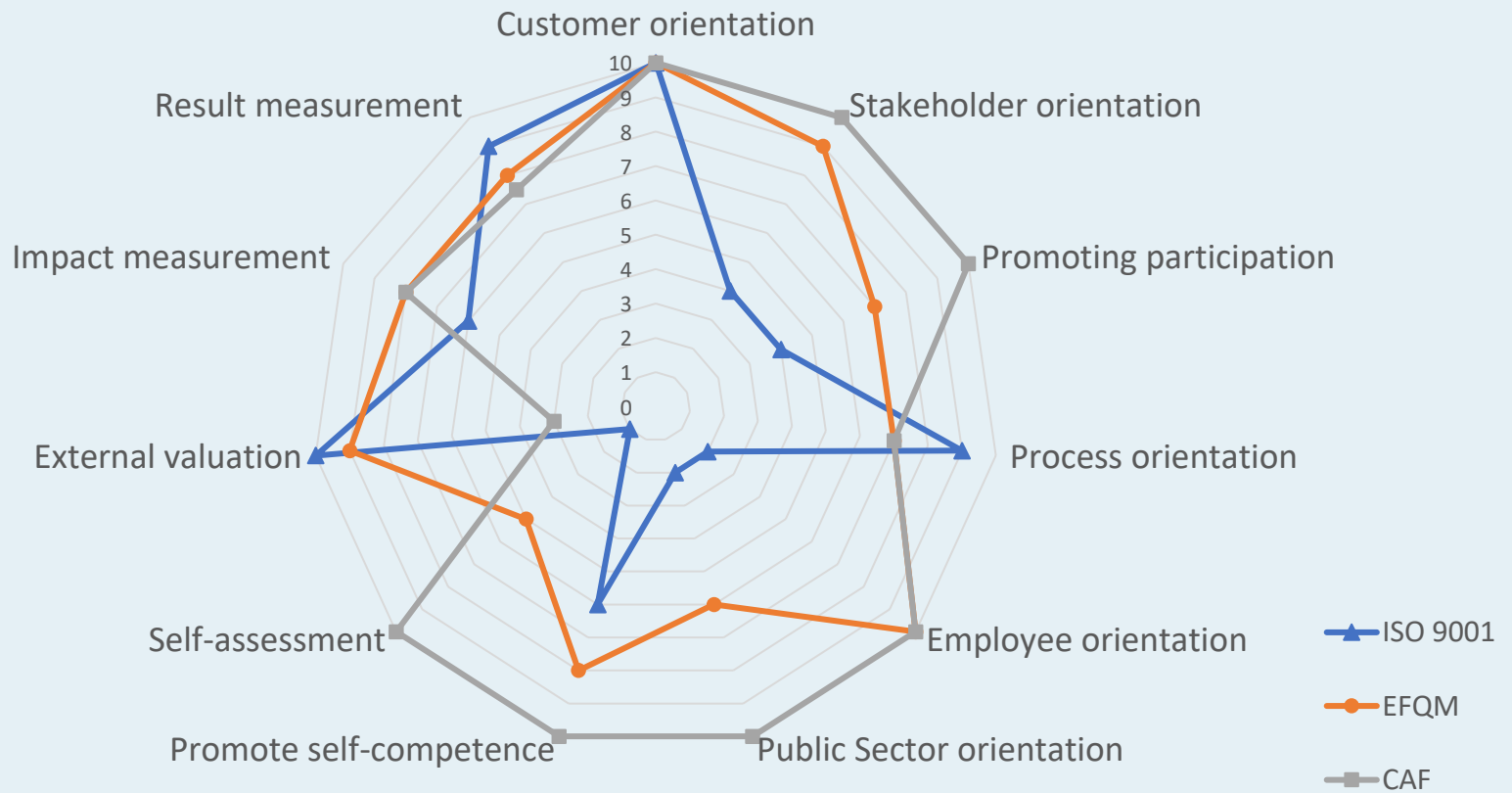
Main distinguishing marks

Features		ISO 9001	EFQM	CAF
Target group	Public sector	X	X	XXX
	Private sector	XXX	XXX	X
Valuation type	External valuation	XXX	XX	(X)*
	Self-assessment		X	XXX
	Requirement of external impulses (e.g. external consultancy)	XXX	X	
Method	Approach "requirement" (e.g. fulfilment of standard requirements, conformity with the standard)	XXX	X	
	Approach "what do we need for improvement?"		XX	XXX
	Participation and consensus orientation			XXX
	SWOT analysis		XXX	XXX
	Focus on scoring		XXX	X
Content	Framework of TQM dimensions		XXX	XXX
	Focus on certain quality aspects (e.g. products, customer)	XXX		
	Focus on self-reflection	X	XX	XXX
	Staff involvement	X	XX	XXX
Costs	Costs for the model's manual and/or documents	XXX	X	
	Costs for external consultancy	XXX	XX	(X)*
Certification	Certificate	ISO 9001- certificate	validated, qualified, recognised by EFQM	CAF - Label
Impact	Continuous improvement process	XX	XXX	XXX

Source: author's representation.

Note: *) External valuation with (low) costs only in the event of the CAF Label.

Different focus points



good – better – best!?

Decide what your organisation needs/wants?

ISO 9001	EFQM	CAF
strictly-standardised QM system - very detailed specifications – as requirements	framework of actions to increase quality - as recommendations	offering a framework and international good practice examples for improvement actions - as recommendations
production-oriented quality model	holistic TQM approach	holistic TQM approach with focus on Public Sector
executed mainly by QM experts and leaders	suggests initial self-assessment	obligatory self-assessment (employees and managers)
external consultancy during implementation of the QM system	usually requiring external consultancy during implementation	focuses on improving the organization from inside out
provides external evaluation of the entire QM system & recurring external evaluation	providing an external evaluation of the entire QM system	external evaluation of the TQM approach, the self-optimisation process and the level of Excellence
a rather cost- and time-intensive QM system	relatively high costs	free-of-charge model & evaluation very low costs
executed mainly by QM experts and leaders	suggests initial self-assessment	obligatory self-assessment with the joint involvement of employees and managers
NO guidance towards systematic participation, no involvement of all employees, no holistic TQM approach, no specific Public Sector orientation	NO QM system with detailed specifications, no specific Public Sector orientation; no obligation for self-assessment	NO external evaluation of the entire QM system, no external consultancy necessarily needed for implementation

Make your right choice!

- ❑ **as you know: the perception of quality is linked to the initial expectation**
 - this also applies to QM models
- ❑ **make yourself acquainted with different models and perhaps take the liberty to blend useful items into your own “tailor-made” QM system**
- ❑ **indisputable - CAF is the only organizational development tool that takes the specific needs of Public Sector into account**
- ❑ **There is nothing else to say than: Make your right choice!**

Thanks for your attention



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