

# EFQM in academic libraries: the application of an international model of administration at the University of Cyprus Library



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# Outline

1. EFQM and the EFQM Model
2. University of Cyprus and EFQM
3. UCY Library and EFQM R4E
  - ▶ R4E explained
  - ▶ Preparation for R4E
  - ▶ Feedback Report
  - ▶ The day after
  - ▶ Benefits for the Library
  - ▶ Challenges
  - ▶ Conclusion

# EFQM what (1/2)

- ▶ European Foundation for Quality Management
- ▶ Non-profit, based in Brussels
- ▶ Founded in 1988 by 14 CEOs, in order to “develop a Management tool that would increase the competitiveness of European organizations”
- ▶ Target group: any organization regardless of its nature, industry or size

# EFQM what (2/2)

- ▶ Offers training, assessment and recognition (certification) services relating to quality
- ▶ Three levels of recognition:
  - Committed to Excellence
  - Recognized for Excellence
  - EFQM Excellence Award
- ▶ Philosophy centered around the *EFQM Excellence Model*

# EFQM Excellence Model (1 / 5)

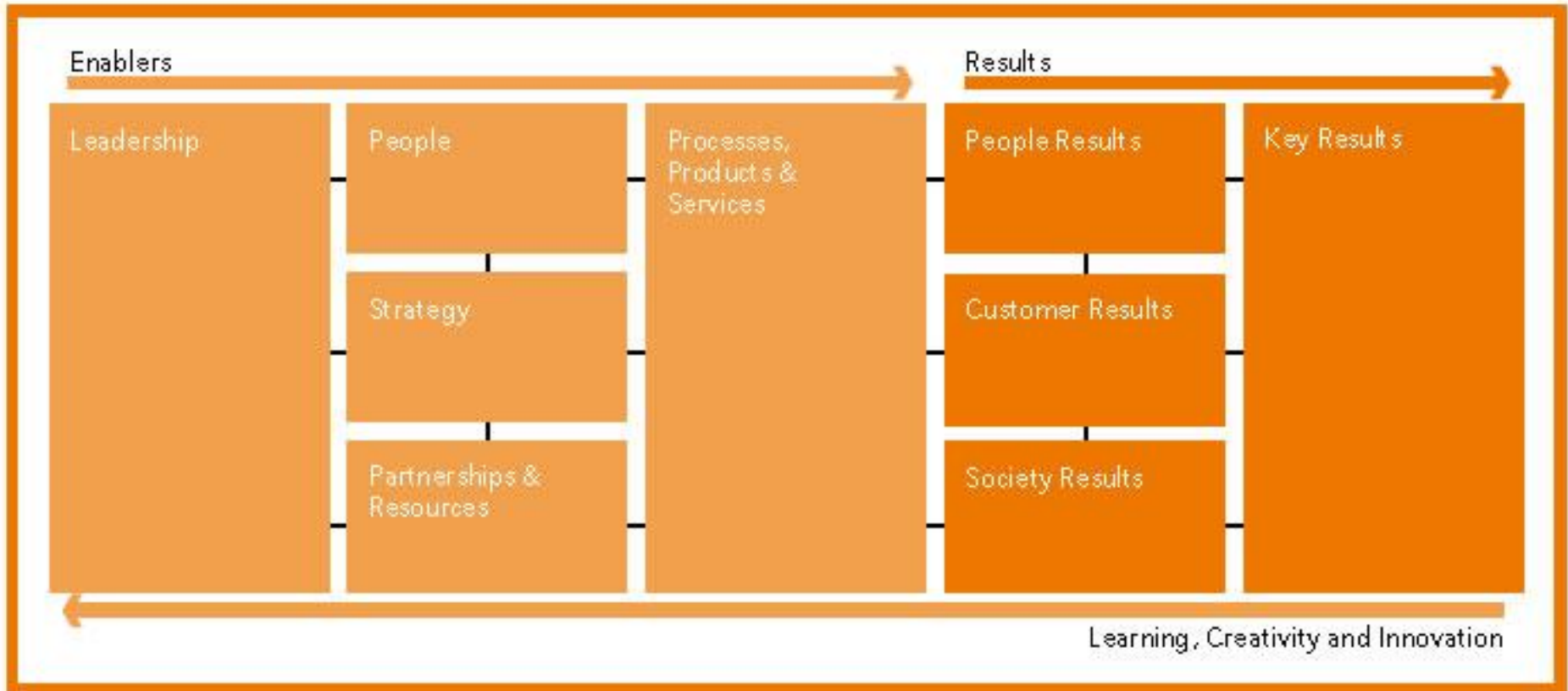
- ▶ Draws from Total Quality Management
- ▶ Holistic approach
- ▶ Based on 8 principles:
  - results orientation
  - customer focus
  - leadership and constancy of purpose
  - management by processes and facts
  - people development and involvement
  - learning, innovation and continuous improvement
  - partnership development
  - corporate social responsibility

\*[Martín–Castilla & Rodríguez–Ruiz, 2008]

# EFQM Excellence Model (2/5)

- ▶ Non-prescriptive
- ▶ Consists of 9 criteria:
  1. Leadership
  2. Strategy
  3. People
  4. Partnerships and resources
  5. Processes, products and services
  6. Customer results
  7. People results
  8. Society results
  9. Key results

# EFQM Excellence Model (3/5)



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# EFQM Excellence Model (4/5)

## ▶ Criterion X:

1. Sub-criterion Xa
2. Sub-criterion Xb
3. Sub-criterion Xc
4. etc.

## ▶ Example: Criterion 3: People

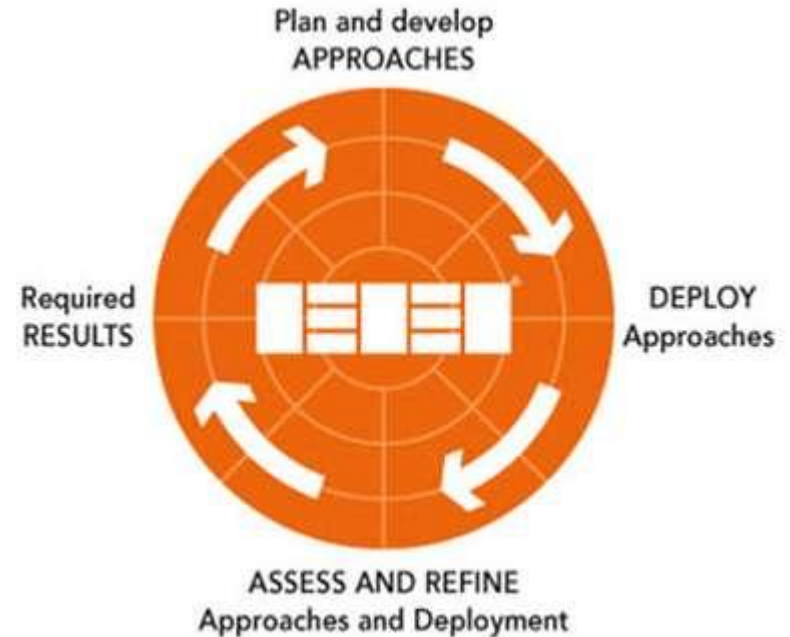
- 3a. People resources are planned, managed and improved
- 3b. People's knowledge and competencies are identified, developed and sustained
- 3c. People are involved and empowered
- 3d. People and the organization have a dialogue
- 3e. People are rewarded, recognized and cared for



# EFQM Excellence Model (5/5)

## The RADAR logic

- ▶ Results
  - ▶ Approaches
  - ▶ Deployment
  - ▶ Assessment and Refinement
- 
- Loop process
  - Continuous improvement



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# The University of Cyprus

- ▶ Founded in 1989
- ▶ Accepted its first students in 1992
- ▶ 21 academic departments + 7 research units (humanities, social sciences, economics and management, pure and applied sciences, and engineering)
- ▶ 4.700 undergraduate students, 1.550 graduate students (total: 6.250)

# University of Cyprus & EFQM

- ▶ 2006: member of EFQM
- ▶ 2008: EFQM Committed to Excellence (administration services)



## C2E – 3 improvement projects:

1. Performance indicators in administration processes (the Library was among the participants)
2. Survey among students aiming to improve the quality of services provided to the student community
3. Survey among administration staff aiming to the adoption of advanced administration systems for human resources management

# UCY Library and EFQM R4E

- ▶ Following decisions of the Senate and the Council, the Library would be the first administration unit to seek EFQM Recognized for Excellence
- ▶ Start: October 2008
- ▶ End: December 2009



# R4E explained (1 / 4)

## Committed 2E vs. Recognized 4E

	C2E	R4E
Method	Improvement projects	Assessment on the basis of EFQM Model
Coverage	Selected areas	Comprehensive assessment

# R4E explained (2/4)

## Step 1: Submission Document

- ▶ Describes operations and activities
- ▶ Template, covers all 9 criteria of the EFQM Model, one page for each sub-criterion
- ▶ Information on approach, deployment, assessment and review, additional approaches (1–5), results (6–9)

# R4E explained (3/4)

## Step 2: Assessment

- ▶ Accredited EFQM Assessors
- ▶ Two-day, on-site
- ▶ Interviews, focus groups, proof documents, on-site examination, ...

# R4E explained (4/4)

## Step 3: Feedback Report

- ▶ General comments
- ▶ Strengths and areas of improvement
- ▶ Grade  
(-300 → failure, 301-400 → 3 stars, 401-500 → 4 stars, 501-600 → 5 stars)



# Preparation for R4E (1 / 3)

1. Consult experts
2. Identify of areas of improvement
3. Close gaps
4. Prepare staff for assessment

# Preparation for R4E (2/3)

## Work done during preparation:

(apart from the Submission Document)

1. Strategic Development Plan 2009–2011
2. Adoption of several policies
3. Mapping of new and existing processes
4. Staff satisfaction survey (repeated)
5. User satisfaction survey (first time)

# Preparation for R4E (3/3)

## Getting organized:

1. Meetings with advisors
2. Monthly staff meetings for briefing
3. Online forum (53 posts, 2.283 views)
4. Special wiki page (documents)
5. Appointed each criterion to a staff member (ownership)
6. Interim progress report

# Feedback Report (1 / 2)

On the plus side:

- ▶ Library's leadership
- ▶ staff's commitment, devotion and enthusiasm
- ▶ staff's continuous education
- ▶ internal communication and knowledge sharing
- ▶ strategic partnerships
- ▶ utilization of technology
- ▶ social responsibility

# Feedback Report (2/2)

...On the other hand:

- ▶ key performance indicators – need to be defined and connected to strategic directions
- ▶ strategic targets – need to be documented and be more concrete
- ▶ benchmarking – existing data needs to be further utilized
- ▶ key processes – need to be documented
- ▶ data and information systems security – need for policy to be adopted
- ▶ measurements of customer and society results – need to be measured on a regular basis

# The day after (1 / 2)

Decisions by the Library to:

- ▶ re-examine its mission statement, vision and values
- ▶ representation of Director: specify selection criteria and define tasks and responsibilities
- ▶ create a Succession Plan
- ▶ identify and describe all job positions in the organizational chart
- ▶ define key processes, key policies, targets, and key performance indicators
- ▶ revise the procedures regarding the Strategic Development Plan

(cont.)

# The day after (2/2)

Decisions by the Library to: (cont.)

- ▶ revise the manual for premises management
- ▶ create a plan for staff development
- ▶ create a manual for data and information systems security
- ▶ examine the possibility of adopting a Project Management system
- ▶ create a plan for systematic benchmarking
- ▶ create a plan for marketing the Library's services and achievements

# Benefits (1 / 2)

- ▶ Areas of improvement
  - Preparation period, Assessment feedback → AOI identified
  - Basis for action
- ▶ The need for evaluation
  - Evaluation a necessity
  - On a regular basis, holistic approach
  - Benchmarking



# Benefits (2/2)

- ▶ All stakeholders considered
  - Users/customers (students, academic staff, colleagues from administration, external users), staff, suppliers, partners, the State, society
  - Two-way communication (input, information)
- ▶ Focus on a common goal
  - Model of collaboration (commitment, mobilization)

# Challenges (1 / 2)

Before evaluation:

Combination of lack of experience with time constraints ↪ Mistakes

Result:

- ▶ withdrawal of a policy adopted (Staff recognition and rewards)
- ▶ non-implementation of a new process mapped (Change management)
- ▶ need to revise a couple of new documents (Staff development, Premises management)

# Challenges (2/2)

After evaluation:

Enthusiasm subsided

Result:

The Library has yet to see its performance actually improving due to the utilization of the experience and data acquired

# Conclusion

- ▶ Quality Management a necessity
- ▶ EFQM an appropriate tool for libraries (integrated approach)
- ▶ Certification not an end in itself
- ▶ UCY Library succeeded a goal – but it will gain full benefits of EFQM only if it becomes a self-conscious organization unit that employs the EFQM model as a way of operating

**Thank you  
for your attention  
(and patience)**

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