Meet Claire Ford
Quality Scotland’s
New Chief Executive Officer

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In this, the first edition of Excellence Now of 2015, I would like to open with a question: Should Scotland have a Quality Academy for Scottish Business?

Before you decide, let me explain.

Having spent over 30 years working in businesses where quality was an integral part of the culture, I find the overarching principles of an organisation that delivers business results by using a quality approach are the same in 2015 as they were in the 1980’s.

Leaders still create the organisational cultures and values and this will decide whether quality is important or not and, more critical, whether implementing a quality approach will work or not.

At a recent business meeting with a Quality Scotland member, the discussion developed towards the possible business need of an Academy that could help Scottish businesses by offering advice and guidance on the available quality management tools and techniques.

Choosing the appropriate quality Journey for their business would be based on the performance improvement required and would be followed up with a programme to deliver the continuous improvement or desired outcome.

The EFQM Excellence Model is based on a set of values first expressed in the European Convention on Human Rights (1953) and the European Social Charter (revised in 1996).

The Fundamental Concepts of Excellence build on the foundation of these basic Human Rights, assuming they are universally applied. They outline the essential foundation for achieving sustainable excellence for any organisation, can be used as the basis to describe the attributes of an excellent organisational culture and serve as a common language for senior management.

Excellent organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.

In a post referendum Scotland with greater powers and the government’s message of a greater role for private organisations in working with the public sector to deliver public services, quality will be at the forefront to convince the public sector and communities they have the capacity and capability of providing the quality of service required.

With the Scottish Government’s focus on a Social Justice Agenda for Scotland, it is worth noting that Social Justice runs through every important aspect of life and work. It is therefore right and proper that businesses consider engaging with quality, especially when the Fundamental Concepts of Excellence have their derivation in the 1953 European Convention of Human Rights and the more recent European Social Charter.

Scotland deserves to have a goal of “being recognised globally for excellence”, as historically we have a strong entrepreneurial spirit and a desire to provide excellent products and services. Thinking about it doesn’t make it happen. Only a commitment and a strong desire from the business community can. Embracing quality within your organisation, involving your partners and your supply chain would provide a strong foundation for achieving this goal in the future.

All well run, productive and profitable organisations will express their quality credentials in different ways. Whether it is through an overarching framework that assesses an organisations quality (e.g. EFQM) or a standard that evidences the quality in areas of the business (e.g. ISO) there is usually something for everyone in business quality management tools and techniques.

A Quality Academy for Scottish businesses with the capability of being a one stop shop for all quality frameworks, standards, tools and techniques would enhance the offering to Scottish business in that they could identify the quality that will work for them. Whilst there are numerous management tools and techniques commonly used in the pursuit of Excellence they are all underpinned by the 8 Fundamental Concepts of Excellence. By including Business Excellence, networks and best practise sharing would provide a formidable agenda for change.

The discussion was the focus of our Parliamentary reception on 24th February and will continue during 2015 at our annual Scottish Awards for Business Excellence ceremony on 16th June in the Radisson Blu hotel, Glasgow. Enjoy this edition of Excellence Now.
First ScotRail Delivering Excellence

First ScotRail is one of Scotland’s largest organisations with more than 4,900 staff members employed across Scotland and in London. They operate 347 stations, 139 of which are staffed. Elaine Bell, head of corporate and social responsibility, discusses how the EFQM Excellence Model is helping the company to move forward.

“We seriously reviewed the EFQM before fully committing to it”, Elaine concedes. “But as a high performing organisation, with accreditations including IP Silver, BITC (Silver), Healthy Working Lives Silver, and several ISO accreditations, it was a major decision to change the organisation’s culture to one of Continuous Improvement, as required by the EFQM framework. The decision to invest in the EFQM framework was taken at Chief Executive and Director Level, and it was really beneficial having the support up front. “First ScotRail operate multiple sites across Scotland, and having worked closely with Quality Scotland and after receiving the appropriate training, a core group was formed to run the project. The core group developed a ‘journey of excellence’ that supported the strategic objectives – providing one structure to link our common threads,” explains Elaine.

“The core group then developed a bespoke self-assessment questionnaire – with both an online and paper version – based on ‘determining excellence’. The next step involved identifying a number of self-assessment sample groups – resulting in 19 workshops being held across Scotland, from Inverness to Dumfries.

“The key outputs and areas for improvement form the basis for our targets, and feed into our strategy planning. The outcomes also help us to measure what we need to achieve and our progress towards achieving our aims. This self-assessment programme is central to our business plan, and contributes to our long term planning model.”

Communications Strategy/ Assessment and Refine
The core team developed a top down communications strategy, from the executive to senior managers and staff to reinforce the culture change. In line with this an ‘assessment and review’ and ‘check – plan – do’ initiative was launched, highlighting the individual and team objectives, executive team KPIs and the board’s KSOs.

“This enabled the executive and senior management team to identify good practice and put in place a number of improved business drives across the organisations. The model is now accepted as part of the organisation’s culture.

Delivering Excellence against the model – processes, products and services
• Customer data used to systematically improve timetable and products
• Within capacity constraint – more services, faster journeys, better connections
• Value for money and customer focused product development
• Marketing and website investment focused on our markets

Delivering Excellence against the model
Key results have been established for all business objectives, with a combination of lead and perception indicators agreed, and targets have been set to deliver continuous improvement. We have also established a programme of benchmarking, incorporating a ‘review and learn’ regime.

Staff buy in
“The dedication to this process from our staff, senior management team and executive, meant we achieved the Committed to Excellence accreditation, and 5 star Recognised for Excellence award within a three year timescale,” Elaine says.

“We are keen to ensure the process remains as efficient as possible, and that staff are allocated the appropriate time and resources to balance self-assessment with their daily responsibilities. We have to ensure that this sizeable commitment from staff is rewarded by effective communications on the results of the self-assessment process.”

Building on Success
• Ensure value for money
• Secure industry alignment to increase effectiveness and reduce costs
• Use the capacity of the network
• Improve journey times and connectivity
• Manage change efficiently
• Improve passenger satisfaction
• Improve environmental performance
• Improve accessibility to services and stations

EFQM Equates to Improved Results
Working with the EFQM Excellence Model and achieving integration of the fundamental concepts of excellence, has supported us in achieving our best ever results in an independent rail passenger survey, with staff performing well across a range of categories.

“arating in the National Rail Passenger Survey, conducted by Passenger Focus, were above other UK train operators in 36 out of 37 categories. Our year-on-year scores improved in 26 areas, including the headline category of overall satisfaction – up one point to 88%.

The National Rail Passenger Survey was conducted between 2 September and 11 November 2014. We achieved Investors in People Gold status, the largest UK Company to do so, and we launched a Modern Apprenticeship in Customer Service – the first of its kind in the rail industry.

On 2 October 2014, we were awarded Rail Operator of the Year at the National Transport Awards for the third time in six years and on 27 February 2014 we were named Rail Business of the year at the Rail Business Awards.

We are very proud of our success, particularly our achievement of the Quality Scotland Scottish Award for Business Excellence.”

ScotRail is part of First Group – the leading transport provider in the UK and North America. First ScotRail is responsible for 95% of passengers train services in Scotland linking the cities of Glasgow, Edinburgh, Dundee, Aberdeen, and Inverness as well as the Caledonian Sleeper overnight service to and from London.
Don’t give in to mediocrity – a signature of chronic inconsistency

The Oxford English Dictionary describes mediocrity as “the quality of something that is not very good; a person who does not have the special ability to do something well.”

Business sometimes lacks spark and momentum. How often do you find that some weeks – nothing changes. The day’s roll in and there’s just the long, arduous slog of doing the same things, day in, day out?
And it’s in that sameness, in that cradle of monotony, that mediocrity is born.

If you are left unchallenged, you’ll probably just perform... adequately! Certainly, you’ll do what is right. You’ll do what is enough. You’ll excel intermittently, fail occasionally, but mostly, you just get by. Fundamentally, this mediocrity allows you to suffer from indifference to the job and your colleagues around you.

Conversely, others strive for business excellence. Organisations that home and polish their business model, reshape their decision-making processes, and practice their organisational skills relentlessly. These companies work unceasingly at their product and service offerings, acutely conscious that they have to outperform the competitors. So whilst some may have a tendency to plough through each mundane day filled with mediocrity in performance, many others embrace theirs with such passion and commitment. No need to guess who the winners might be.

There is of course, no magic overnight formula for getting rid of mediocrity and creating an elixir of organisational excellence.

Because complaints means more work and they don’t want to subscribe to that! Interestingly, EFQM also regard “Leaders” in mediocre organisations as having little idea where they are going or what they are trying to achieve BUT – they sure know who to blame if things go wrong.

The focus on continuous improvement within businesses that pursue a goal of excellence creates a high level consistency that leaves ‘mediocrity’ back on the starting blocks.

The European Foundation for Quality Management (EFQM) states that mediocre organisations strive to keep stakeholders quiet by doing the minimum of what is expected, with as little additional effort as possible. In other words – anything for an easy life! To counter this, EFQM believes that, regardless of size, sector or maturity, organisations need to establish an appropriate management framework.

These same organisations recognise that customers are a ‘necessary evil’ and do their level best to minimise complaints. Why?

It is the responsibility of business leaders to develop effective managerial systems and accountability hierarchies to get work done. That is why leaders of high-performing organisations align and organise to ensure role clarity, personal accountability, and structured work processes all wrapped under a cogent umbrella of continuously improving their performance.

Remember – Mediocrity is never good enough!
Over recent years Quality Scotland has been increasing the support it gives to social enterprises. This is a growing and dynamic area of the Scottish economy bringing an estimated value of £13bn in 2012.

Beyond their economic value social enterprises also bring social and environmental benefits to Scotland because while social enterprises aim to make profit like private sector businesses, all of their profits and surpluses are reinvested back into their social and environmental purposes. Social Enterprises work in a variety of sectors delivering goods and services whilst also supporting some of our most vulnerable communities. In 2014 Quality Scotland has been supporting a variety of social enterprises to implement business improvement programmes.

Quality Scotland has partnered with the Glasgow Social Enterprise Network to deliver a programme of training and support to their members. Founded in 2008 GSEN is a membership network of social enterprise leaders operating in the Greater Glasgow Area. The Network provides a range of services from information-sharing and peer support to resources and access to events and training to its members. The People Make Glasgow Enterprising brand was also launched at their Trade Show in December 2014. In this programme Quality Scotland delivered training on implementing business improvement to a group of GSEN members. Each of the organisations went through a self-assessment facilitated by Quality Scotland to help them begin their excellence journey by identifying their strengths and the areas in which they would like to make improvements. During the self-assessments the discussions were put into the context of each organisation’s strategies to help them prioritise activities which would have the greatest impact on delivering their strategic aims. Following the self-assessments GSEN and Quality Scotland are now supporting the group to implement improvement activities and facilitate peer support from within the group.

The organisations which have taken part in the programme come from a variety of industries from health to recycled wood. This shows the strength of the social enterprise sector in Glasgow but also how the principles of the EFQM Excellence Model can be applied to any business model. Furthermore this programme demonstrated that the EFQM Excellence Model can be used by organisations from completely different industries to find similarity and provides a common language in which to discuss challenges and look to one another for advice and support. As part of Quality Scotland Corporate Social Responsibility we are proud to be working in partnership with these organisations and hope to extend this work in the future.

“We’re delighted to be working with Quality Scotland on this programme for members. A key part of our role is to support and develop social enterprises in the city and by using the EFQM Excellence Model with the support of Quality Scotland we’re finding out that our members are not only empowered to identify strengths and improvements within their own social enterprises but by bringing them together as a group with a shared purpose allows them to build natural relationships and support systems.”

Elizabeth McKenna, GSEN Network Manager
Introducing SABER the Quality Scotland business improvement toolkit to help you achieve Committed to Excellence (C2E) success. SABER is a package of support to take you from self-assessment through action planning to achieve C2E.

For £2,300 + VAT the package includes:

- Use of the online self-assessment tool
- Facilitated day to consolidate areas for improvement and identify 3 improvement projects
- Committed to Excellence award – submission support, validation day and feedback report. The Committed to Excellence European recognition is valid for 2 years and presented at our prestigious Scottish Awards for Business Excellence in June.

How it works:

- Complete your SABER application form and submit to Quality Scotland
- Plan your facilitated self-assessment and who will be involved. Your Account Director at Quality Scotland will be able to give you guidance about the number of people to involve and the cross-section from your organisation.
- Complete some key information on the online tool in advance of your facilitated day:
  - Facts and Figures
  - Challenges and Strategy of the Organisation
  - Markets, Offerings and Customers
  - Operations, Partners and Suppliers
  - Management Structure and Activities
- Facilitated day to complete your online self-assessment and prioritise 3 areas for improvement. Begin to action these areas and assign ownership and timescales for the improvement projects. Begin to populate your Committed to Excellence submission document.
- Work with your Account Director to complete your Committed to Excellence submission and arrange your site visit for validation (usually 6-9 months after your self-assessment day)
- Successful organisations will be presented with their award at our prestigious Scottish Awards for Business Excellence in June.

Get on Target with New SABER online approach to achieving Committed to Excellence

Sustainable continuous improvement

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SABER
Business Improvement

Sustainable Approach to Business Excellence and Recognition

Quality Scotland’s Training Academy is located in the west end of Edinburgh, less than 10 minutes walk from Haymarket Station. On the ground floor of this stunning B listed townhouse our dedicated Training Academy offers a training suite and meeting venue with two distinct facilities which are available to hire individually or as a suite.

Daily Room Hire Rates:
- Park Room:
  - Member: £200 (full); £175 (half)
  - Non-Member: £250 (full); £200 (half)
- Dean Room:
  - Member: £175 (full); £150 (half)
  - Non-Member: £220 (full); £190 (half)

Refreshments up to 12 included.
Lunches can be ordered in.

“Excellent training facilities for our Development Day in Edinburgh courtesy of Quality Scotland”
Ypeople

To find out more, or to book contact us on:
0131 225 5765
info@qualityscotland.co.uk

The Training Academy

—

Central Edinburgh location
Easy access to public transport
Flexible training, event or meeting venue
Full or half day bookings
Catering and refreshments
Competitive hire rates

Quality Scotland’s Training Academy is located in the west end of Edinburgh, less than 10 minutes walk from Haymarket Station. On the ground floor of this stunning B listed townhouse our dedicated Training Academy offers a training suite and meeting venue with two distinct facilities which are available to hire individually or as a suite.

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Claire has been with Quality Scotland since 2006 starting as an Account Manager and rising to become Chief Operating Officer in April 2014. Claire has an MA in International Business and French from The University of Edinburgh, having spent her third year of her degree studying in Paris. Her business experience includes spells in the private sector before joining Quality Scotland in 2006. Since joining, Claire has had responsibility for the Third Sector Network and subsequently Public Sector members, including working on engagement with the Scottish Government and with Local Authorities on the successful PSIF (Public Service Improvement Framework) programme. For the last year as Chief Operating Officer, she has been responsible for Membership Services for all sectors and for the Academy of Business Excellence.

Quality Scotland’s chairman Andrew Cubie said "The Board was quite clear that Claire was extremely well placed to lead Quality Scotland during its next phase of development as it extends its range of impact for Scotland. Claire Ford has worked closely with Claire during her time as Chief Operating Officer and look forward to continuing to do so in her new and expanded role." Claire said “It is an honour to have been selected for the position of Chief Executive of Quality Scotland and I look forward to leading it into this new chapter, especially with our 25th anniversary coming up in 2016. I especially relish working with our dedicated and experienced Quality Scotland team in support of our increasing number of members striving for excellence across all sectors in Scotland”.

Claire continues, “At Quality Scotland our members are the centrepiece of our organisation and ensuring that we continue to meet the differing and changing needs and challenges that our diverse member group is facing will remain a priority. We will continue to be the customer focussed Quality Scotland that has been pivotal since our creation. As I look to the next chapter we at Quality Scotland shall look to build on our strengths, connecting with our membership and delivering products and services to support them in achieving their outcomes. We will also listen carefully to what we could do better and how we can continue to increase the added value of membership.

Some key objectives include:

Membership
- grow our membership and connect like-minded organisations.
- facilitate benchmarking and bring people and organisations together through a wide range of existing and new products and services such as our sector specific networks and webinars.
- strengthen our partnerships and look to build new partnership opportunities that will add value for our membership.
- promote excellence in the supply chain to ensure Scottish businesses capitalise on their ability to evidence themselves as being among the top companies in the World as we continue to strive towards our ambition of “Making Excellence a National Characteristic of Scotland”.

Academy of Business Excellence
- expand and build a wide, varied and rigorous set of offerings to achieve recognition as an Academy of Business Excellence for Scotland delivering business improvement workshops, courses and best practice events.
- continue to deliver and support our members with EFQM training.
- promote our Training Academy for member and partner use.

Europe
- strengthen our relationship with our European partners.
- build a programme of European Learning, bringing excellent organisations to Scotland to bring new ideas and innovations and enabling our members to share their experiences and connect with organisations in the 34 partner countries.
- canvass support from influential Leaders and business to encourage Scotland to be recognised world-wide as an excellent country.

Our goal is simply, to assist in making Scottish businesses recognised for being excellent across the UK, Europe and the World and seek out willing partners to make this a reality.
Effective Quality Management Systems (QMS) are the cornerstone of all successful businesses, and the EFQM Excellence Model is the pinnacle of achievement in terms of a QMS, championing the sustainable excellence of organisations – as Quality Scotland’s Partner in Excellence, SQMC, will tell you.

One of Europe’s leading providers of QMS qualifications, SQMC delivers bespoke ISO training to a broad range of clients across a variety of sectors, such as manufacturing, aerospace and oil and gas which are striving to achieve performance improvements and accreditations such as ISO 9001 Internal Auditor and Lead Auditor courses for their organisation and staff.

Through its partnership with Quality Scotland, SQMC assists organisations who are focused on attaining high levels of business excellence by applying the EFQM Excellence Model. However, SQMC is much more than simply a training provider. SQMC Managing Director Ian Hannah has had a career in Quality Assurance spanning more than 40 years, and has been involved in the EFQM since its creation.

Ian was the Director of Programmes of Scotland’s first masters’ degree in quality management at the University of Stirling’s Management Science facility, which ultimately became the Scottish Quality Management Centre (SQMC), where he incorporated the European Excellence Model in the student syllabus. He also sat on the Board of Management which established Quality Scotland.

Ian recognised that accreditation in ISO 9001 was a great achievement for companies, but that the EFQM Excellence Model could take them even further.

Championing the model, he attended several EFQM conferences across Europe and in May 1995, in Vienna, was asked to chair a Working Party on the revisions to the European Excellence Model to make it more suitable for local governments and educational institutes. Until the early 1990s, the EFQM Excellence Model had only really been applied to manufacturing companies, until its benefits for different sectors was recognised.

Under Ian’s leadership, SQMC became an independent limited company in 1998, and he has continued to be instrumental in the company’s growth. Ian explains: “SQMC has had an involved relationship with the EFQM Excellence Model since its initial inception. I believe that the practices it pioneers are instrumental for any business wishing to surpass average levels of quality.

‘ISO 9001 is a step on the way to achieving the EFQM model as it lays the quality management systems groundwork for companies. They can then, if they feel they meet the criteria of the EFQM Excellence Model through self-assessment, be assessed by an external EFQM-approved auditor.

“As we at SQMC are specialists in quality management and quality systems with more than 25 years’ experience in the field, we understand and can work with organisations across all sectors ranging from oil and gas, to aerospace, financial services to manufacturing and food and drink and SMEs, bringing all the breadth and depth of our experience to bear.

“As testament to our highly talented staff and approach to learning and support for our clients, our IRCA-accredited ISO 9001 Lead Auditor course achieved a pass rate of 94% in 2013 – 20% higher than the global average.”

ISO 9001

The ISO 9000 family of standards is related to quality management systems and designed to help organisations ensure that they meet the needs of customers and other stakeholders, while also meeting statutory and regulatory requirements related to the product or service they provide.

ISO 9000 deals with the fundamentals of quality management systems including the eight management principles on which the family of standards is based. ISO 9001 specifies the requirements that organisations wishing to meet the standard have to fulfil.

Third party certification bodies provide independent confirmation that organisations meet the requirements of ISO 9001. Over a million organisations worldwide are independently certified, making ISO 9001 one of the most widely used management tools in the world today.

SQMC provides internationally-accredited quality training and qualifications to a diverse client base of SMEs and large multinationals, across an extensive range of industrial and service sectors, as well as to the public sector across the UK and internationally.

Training courses for both individuals and groups of employees can be organised at Quality Scotland’s new Training Academy in Edinburgh, at various SQMC locations throughout Scotland or in-house training can be provided if required.

For further information on SQMC please visit www.qualityauditor.co.uk
Comprising a range of organisations previously known as “the GHA family”, Wheatley Group – now Wheatley, rooted in communities, while John Wheatley, the father of social housing – was formed in 2012 and is building a reputation as Scotland’s leading housing, community regeneration and care group. Its subsidiaries are:

• Scotland’s largest social landlord, Glasgow Housing Association;
• Cubus Housing Association’s 3,000 affordable homes across the West of Scotland;
• Scotland’s “Feel Good Factor” YourPlace Property Management;

and commercial subsidiary Louther Homes, which has 340 mid and full-market homes to rent from Glasgow’s West End to Leith.

Wheatley, rooted in communities, while contributing to national outcomes, continues to ensure tenants and factorised homeowners are at the heart of all local decision making.

Catalyst Consulting are a training and consulting company committed to enabling Continuous Improvement and Breakthrough Performance results for clients. They specialise in helping their customers improve business process performance through Lean Six Sigma, Process Management, Culture Change, and Business Transformation, offering a wide range of products and services, which can be tailored to meet customer requirements. They always seek to work in partnership with customers with an overriding aim of transferring skills and expertise.

Their success is built on reputation, and at the heart of their service is a strong, capable and committed team of people with practical, real world experience. They pride themselves on providing learning solutions to help develop the right skills and deploy best business practice throughout organisations, saving their clients valuable time and money, improving service, and enhancing both customer and employee satisfaction.

Don’t miss out on your opportunity to support excellence be a sponsor for the 2015 Scottish Awards for Business Excellence!

About the Award Categories

Committed to Excellence

Committed to Excellence allows organisations of all sizes and from all sectors to demonstrate their commitment to continuous improvement. In the Committed to Excellence process organisations undertake a self-assessment and identify three improvement projects. Once implemented, Quality Scotland EFQM Assessors will validate the improvement projects using the RADAR methodology to ensure that continuous improvement is being implemented in a structured way within the organisation. Organisations are given a feedback report on their application which highlights their strengths and areas for improvement, which can be used as they move forward on their Excellence Journey. The project based approach of the scheme allows organisations to focus on the activities which are of the most importance to them while embedding their approach to quality. This makes Committed to Excellence a perfect starting point in an organisation’s journey on the way to higher levels of performance, or as a cyclical process to ensure that continuous improvement activity becomes embedded into the organisation.

Committed to Excellence: Assessment

Committed to Excellence: Assessment is the new level of recognition which EFQM achieved last year in March 2014. This recognition is designed to be a bridge between traditional Committed to Excellence: Project Validation and Recognised for Excellence. Similar to Recognised for Excellence, Committed to Excellence Assessment assesses your entire organisation against the EFQM model. As part of this recognition scheme organisations are asked to complete a short submission document which includes basic information about the organisation and an Enabler Map which describes some of the key approaches within the organisation. Following this a team of Quality Scotland EFQM Assessors will conduct a one day assessment visit, which will comprise of interviews on 6 key themes. The organisation’s performance will then be scored using the RADAR methodology and depending on the organisations performance they will either be awarded C2E 1 star or C2E 2 star.

Organisations will receive a detailed feedback report which analyses their performance against the nine criteria of the EFQM Excellence Model. This process gives organisations a holistic assessment of their approach to continuous improvement and can be used to inform future activities in their excellence journey.

Recognised for Excellence

Recognised for Excellence (R4E) is a level of excellence designed largely for organisations that are ‘on the way’ to excellence. It is a recognition scheme acknowledges all over Europe for organisations that demonstrate high levels of performance against the nine criteria of the comprehensive EFQM Excellence Model.

The main benefit of the process for the organisation making an application is that it allows them to identify areas of strength but also pinpoint where there is room for improvement based on the feedback from a group of experienced and trained EFQM Assessors.

Organisations can apply for Recognised for Excellence using the R4E Enabler Map Approach. The organisation will then be assessed and scored by an Assessment team against the EFQM Excellence Model. If the organisation achieves over 300 points it will be awarded 3-star, 4-star or 5-star based on its performance. The organisation who receives the highest points will be recognised as the Winner of the Scottish Award for Business Excellence.

When organisations achieve R4E, all applicant organisations highlight the sense of pride felt throughout the process – an acknowledgement of how far they have travelled since setting out on their unique journey to excellence.

What’s more, not only does R4E embed a culture of excellence; the principles of continuous improvement become a way of life between staff at all levels within each excellent organisation.

Special Category Awards

In conjunction with other partners we also support a number of special category awards as follows:

• Ambassador Award
• Leadership in Excellence Award
• Lean Six Sigma Award sponsored by Catalyst “New” 
• Future Farmer Award sponsored by Scottish Milk Marketing Board
• Corporate Citizenship Award sponsored by Scottish Business in the Community
• The WOW Awards
• Young Quality Scot Award
• Young Enterprise Awards

About our host

Cat Cubie is a Scottish TV presenter, broadcaster and radio host best known for presenting the weather on BBC Scotland. Cat is bright, witty and insightful. She loves a challenge and is passionate about a wide number of subjects. She has presented across several different TV shows and networks, from making people dream come true on BBC1’s National Lottery to film specials for Channel 4 and MFI videos.

Cat writes a weekly column for the Evening Times and the Evening Express, as well as guest writing for a number of other well-known publications. She had her own show on Raoul Radio and is in demand as an experienced overnight host and compere.

When she’s not in the studio or on the stage, Cat loves to be in the Scottish Highlands and the great outdoors.

She was delighted to host the Scottish Awards for Business Excellence in 2014 and we are very excited to have her back for 2015!
Lean Six Sigma Award

Are you interested in being recognised as an Ambassador for Lean Six Sigma?
If so, why don’t you apply for Quality Scotland’s new Lean Six Sigma Award!

The Lean Six Sigma Award is a fantastic opportunity for organisations to achieve recognition for the work that their Lean Six Sigma and business excellence professionals are delivering to customers, shareholders and other key stakeholders. This award is open to any individual or project team from any organisation, of any size across the private, public and voluntary sectors.

Judging Process
Quality Scotland’s judging panel will look at the methodology used and the results achieved, rather than organisational transformation or the scale of the project.

The panel will carry out an initial assessment of the project with a focus on the following being clearly demonstrated:
- Understanding and clear description of the problem
- Methodology used
- Application of the correct lean and/or Six Sigma tools
- Results

The judging panel will then select the finalists for the Award who will be invited to make a more detailed presentation on their project.

All applicants will be given one free place to the prestigious Scottish Awards for Business Excellence held on Tuesday 16th June at the Radisson Blu, Glasgow, where the winner will be announced and presented with their award by Mr John Morgan, author of ‘Lean and Six Sigma for Dummies’.

Entry
Those wishing to apply should complete an application form using no more than 1,500 words to describe your project. This can also be accompanied by a PowerPoint presentation of no more than 10 slides.

The deadline for notes of interest is Monday 30th March, 2015.
Application forms available on request from info@qualityscotland.co.uk or by calling 0131 225 5765.

2015 Entry Fees
QS Members: £600 + VAT
Non-Members: £950 + VAT

Lean Six Sigma Awards
Key Dates
Applicants note interest MONDAY 30 MARCH, 2015
Application deadline FRIDAY 8 MAY, 2015
Applicant presentations WEEK OF 25 MAY (date tbc)
Judges deadline FRIDAY 5 JUNE, 2015
Winner announced at The Scottish Awards for Business Excellence TUESDAY 16 JUNE, 2015

2016 SCOTTISH AWARDS FOR BUSINESS EXCELLENCE

ONGOING
Call for assessors

25 AUGUST 2015
Submission Writers’ workshop
(10am-2.30pm at Quality Scotland)

3 November 2015
R4E applications returned confirming participation

18 DECEMBER 2015
R4E submissions returned

19 JANUARY 2016
Lead & Assessor Briefing Day
(10am-3pm at Quality Scotland)
w/c 22 FEBRUARY 2016
R4E Award introductory meeting
(½–1 full day)

8 MARCH 2016
Submission Writers’ workshop
(10am-2.30pm at Quality Scotland)
w/c 21ST MARCH 2016
Site visits

11 APRIL 2016
Submission feedback reports returned

18 APRIL 2016
Awards judging panel

14 JUNE 2016
Award Ceremony

PRIVATE SECTOR NETWORK UPDATE

Quality Scotland has evolved in recent years and is in the process of developing a number of member networks. The most recent being the “Private Sector Network”. The Network is open to all private sector members, and potential members, and is a platform, facilitated by Quality Scotland to enable a more focussed environment to look at specific issues facing the private sector and to allow members to “Share What Works”, a key element of the EFQM philosophy.

All sessions are free to our members as a membership benefit.

Meetings
The meetings are held quarterly and follow an agenda previously agreed by the members of the network. The inaugural meeting was held at Quality Scotland’s offices in Edinburgh in September 2014, the second meeting was hosted by the Wheatley Group in Glasgow in December, and the next meeting is being hosted by Selex ES, at their complex in Edinburgh on 18th March 2015.

At the first meeting over 50 percent of our member organisations were represented. The keynote speaker Elaine Bell, from First ScotRail, outlined in detail the “Journey of Excellence” taken by First ScotRail, over the past three years, culminating in First ScotRail winning the Scottish Award for Business Excellence in 2014.

Elaine’s presentation was well received with a great deal of questions from members on the approach taken, cost of investment in Quality, and the return on that investment.

At the end of the meeting it was agreed that the next meeting would be held at the Wheatley Group in Glasgow, and that the theme would be “Return on Investment in Quality”.

At the second meeting, held in Glasgow, Mark Logan, Finance Director, Wheatley Group, gave a detailed insight into the history of the Group, the investment in a number of quality initiatives over the past five years, highlighting the Wheatley Group’s return on investment which measured the reduction in cost as a result of organisational streamlining, measured against an increase in Service users satisfaction.

Selex ES have agreed to host the third meeting which will be held at their complex in Edinburgh on the 18th March 2015 on the topic of “Successful Supply Chain Management”.

Tom Nisbet, Head of Quality, Selex ES, will deliver the keynote presentation. The session kicks off at 11am finishing with lunch and an optional tour of the SELEX production facility. This meeting will also feature a live demonstration of the new range of Electronic Self-Assessment tools developed by Quality Scotland.

To reserve your place please contact catriona.mcdougall@qualityscotland.co.uk

If you are interested in joining Quality Scotland’s Private Sector Network, or require further information, please contact Robert Farrelly, Account Director, Quality Scotland on 0131 225 5765.
The Deputy First Minister focused on how the TSI network and the wider third sector could capitalise upon greater political and social engagement created by the referendum and the Glasgow 2014 Commonwealth Games to highlight their work and encourage more people to get involved. John Swinney also spoke of the value of the third sector to Scottish society and the economy and the key role it will play as Scotland continues to strive to become a better and more equal society.

Another key topic which was discussed during the conference was the value of partnerships, particularly how the third and public sector can effectively work together to manage the impact of public sector budget cuts and funding constraints in the third sector. Quality Scotland believe that our partnership with VAS through ‘TSIs Making Quality Count’ will deliver improved results enabling us to spread the investment from the Big Lottery fund as wide as possible. We are hoping that by building strong relationships with the TSIs we will be able to help them deliver business improvement support to their members.

On the second day of the conference Ann Pike (Business Development Director) led a discussion on how the EFQM Excellence Model could be used by the TSI Network to strengthen their organisation and ultimately deliver better outcomes to members and communities. We discussed with those present what the key challenges their organisations and the network were facing and how the model could help them overcome some of these issues. We will also be using this information to help inform the design of training and support during the programme.

As the whole programme has secured funding we hope all the TSIs can take advantage of the opportunities on offer over the course of the next 3 years, training staff on the Excellence Model and re-accrediting their organisation for Committed to Excellence, thus enabling them to evidence to everyone their focus on quality. Since the VAS conference, training in the programme has begun and we are delighted to confirm a 100% take-up and hope this will continue throughout the course. Representatives from each of the organisations in the TSI Network will be trained as EFQM European Assessors, which will give them detailed knowledge of the EFQM Excellence Model to lead a business improvement programme in their organisation. Registration for the programme has also now ended with the majority of the TSIs engaged. We are now looking forward to supporting the TSIs to achieve Committed to Excellence.

To book please contact: shona.angus@qualityscotland.co.uk
0131 225 5765
Did anyone dare sit in the First Minister’s Seat?

Quality Scotland once again reinforced its credentials as the leading organisation spearheading a lifelong commitment to business excellence and quality improvement by hosting its second Parliamentary Reception at Holyrood last month.

Not only did we host the reception, which was generously sponsored by Richard Lyle MSP, who represents Central Scotland at Holyrood, but a parliamentary motion was also proposed in the Chamber two days prior to the event, which congratulated Quality Scotland as it ‘continues to celebrate the importance of business excellence across all sectors of the economy’.

This motion was supported by 21 Government and opposition MSPs. This was deemed a great result given there are so many competing demands for MSPs’ attention this close to the next UK general election in May.

The event itself was held in the Fleming Room at Holyrood and attended by a number of Quality Scotland staff and board members, guest speakers and representatives from some of Quality Scotland’s member organisations.

As host sponsor for the event, Richard Lyle MSP spoke eloquently about the power of good Quality Scotland is doing to drive the ‘excellence’ agenda for Scotland, its strong collaborative partnership within EFQM’s model framework and gave some examples of the great work being carried out across the country amongst those businesses and organisations who have embraced Quality Scotland’s ambition for continuous improvement since its inception in 1991.

Mr Lyle briefly touched upon the annual Scottish Awards for Business Excellence and congratulated this year’s forthcoming nominees, who will receive their awards at the Awards’ ceremony in June. Thanking Mr Lyle on behalf of Quality Scotland was board member Rhona Cameron, who spoke about the breadth and scope of Quality Scotland’s member services, and plans to extend the range of training and awards with the addition of a new Lean Award at this year’s ceremony.

Rhona introduced the keynote speaker for the evening, Tom Nisbet, Head of Quality Assurance at radar defence and avionics systems manufacturer Selex ES, a real standard bearer for the work of Quality Scotland.

Tom has been at the forefront of driving the ‘quality agenda’ across Selex for many years. Given the complexity and sensitivities of dealing with quality management procedures within a highly demanding and specialised area of work in radar defence and avionics, Tom’s speech was both enlightening and entertaining, giving us an invaluable insight into the exceedingly high quality and business improvement strategies adopted by the organisation and, when you are providing product to a global customer base which includes many of the world’s leading military hardware specifiers and governmental bodies, you quickly get an idea how exacting and demanding quality assurance issues are for Tom and his team to manage effectively.

The Parliamentary Reception was brought to a close by Richard Lyle MSP who offered to take Quality Scotland’s guests on a tour of the Holyrood Chamber and, he quipped, ‘a chance to sit in Nicola’s seat, but don’t tell her!’

What the First Minister might make of that is anyone’s guess, but it was a fine ending to a momentous evening in the Scottish Parliament for Quality Scotland.
Radiant and Brighter was started in 2012 when, as immigrants from Uganda, we struggled to build a life for us and our three toddlers (at the time). Having discovered a gap in the services available to ethnic minorities and under-represented groups, we knew we could bring a new approach to complement and make more effective the currently available services. Together with us (Michael and Phoea) our team comprises of three inspiring and dedicated volunteers namely; Douglas a volunteer who has more than 10 years’ experience in employability support, a qualified English teacher and a young intern who knows what it’s like to graduate and be unable to find employment.

In 2013, we reached 85 people through our twelve week program. 19% of these started businesses, 13% got jobs, 33% went back to college, and 19% are still accessing support. Clients were from Congo, Sylia, Bulgaria, Spain, Lihuania, Sudan, Iran, Nigeria, Afghanistan, Eire, Portugal, Somalia, Zimbabwe, Guinea, Tanzania, and Uganda.

Our training is focused on personal skills, qualifications, talents and passion. We also endeavour to include as many necessary skills as possible. This year, one of our mentors, Neil Thomson run a health and safety workshop and Minister Humza Yousaf was able to give our clients their certificates on 24th February. Using this holistic approach, we address the issue of employability and encourage self-employment, entrepreneurship and job creation. Our services also help people to access mainstream opportunities.

Our approach engages ethnic minority groups and empowers them to use their untapped potential which when harnessed is able to create economic growth. We are developing further training to help many families and children (currently living in poverty) to turn their talents into careers.

Alongside our twelve week program, we provide bespoke tailor made training for both the private and public sector to up skill their employees and engage with minority groups more effectively. This training addresses aspects such as inclusion, diversity, leadership and cross-cultural communication. This training has been very successfully delivered to the Business Gateway Diversity program in Glasgow and Council for Ethnic Minority Volunteer Organisation (CEMO) young people’s leadership course.

Currently receiving support from Quality Scotland, Entrepreneurial Spark, and other organisations such as; Women In Enterprise, Royal Bank of Scotland, Business Gateway, Jobs and Business, Job Centre plus, Chamber of Commerce, and Latta and Co. Solicitors, we have seen the value in collaborative support, and are always looking to foster that in our approach.

This is what Mariam, one of our clients had to say about our services: "I graduated 2009 with an honours degree in Microbiology and volunteered for about two years, yet I couldn’t find work, I engaged with Radiant & Brighter initially to get support and guidance to set up my business. Radiant & Brighter gave me the courage to push my idea forward, and overcome many challenges that had knocked my confidence. Their support really helped me to create my natural skin care product which is due to start selling soon. My experience working with them was that they didn’t just give me support and guidance in finding work or setting up my business. They also involved me in other events to promote my business and test the market for my product. They also helped me think about other opportunities that will help boost my sales. I was also aware of most government support opportunities and resources available to help me get back to work. Radiant and Brighter helped me with this. I have learned so much from Radiant and Brighter and if it wasn’t for them, I would not have been able to achieve what I have with regard to becoming self-employed. Through them, I have managed to obtain useful contacts that will help me in the promotion of my business. I strongly believe, there is need for advisors who understand ethnic minority issues. Day to day personal challenges can make people lose hope. Working with someone who comes from the same background inspired me to keep going".

The College, committed to continuous improvement with a strong culture of excellence that filters throughout the College from staff to students, became a Quality Scotland member in 2010 and quickly began their journey to excellence. Mharn Harrington (Principal and CEO) and Jenny Stalker (Head of Service) described their journey to 4-Star recognition, focussing on how RADAR highlighted the gaps in their performance and how they implemented the EFQM Model to initiate a number of innovative improvement projects and streamline services throughout the College.

They provided a valuable insight into the process, including the challenges faced by the College and the strategies used to create a culture of excellence and a commitment to improving the learning experience through continuous improvement.

The RADAR assessment was informed by feedback from whole staff consultations, as well as from students, via focus groups, course evaluations and the Student Association.

After outlining the processes involved in preparing for the first submission using RADAR and then progressing from Recognised for Excellence 3 star to 4 star, Jenny Stalker emphasised that getting sufficient inputs from every stakeholder group was vital to the success of any project and went on to show how they got people on board for the journey.

To embed excellence, support from the organisation leadership and sufficient resources were critical. Other positive factors included giving the programme a memorable name that was used on all materials, appointing a programme manager who wasn’t in the Senior Management Team, establishing a programme team entitled ‘Keepers of Excellence’ and ensuring that everyone had the opportunity to feed into the project and that all feedback was acknowledged.

A common issue organisations face is maintaining staff involvement and momentum for ongoing change. Jenny outlined some of the creative ideas for holding events to involve all the staff in consultations:

- **Excellence Island**: used the metaphor of sailing to an island and all the issues you would encounter on the way to explore gaps in current performance and continuous improvement actions.
- **Planet EFQM**: engaged all the staff in a consultation to identify Shooting stars, Asteroids, Black holes and New Life Forms
- **Get on the bus communication tool**: a twelve week event that enabled specific areas in the continuous improvement project to be covered each week. Keeping staff and students involved in the project.

With the establishment of a quality culture embedded college wide, the outcomes to date for West Lothian College included a new structure to support their strategic direction, increased business from the private sector, more focus on stakeholder consultation, evaluation of performance and sharing best practice.

People attending the Learning Journey, benefitted from hearing about this practical, creative and inclusive approach which provided inspiration for anyone involved in using the EFQM framework to guide their organisation along a continuous improvement journey, using Quality Scotland’s Levels of Excellence Awards programme.
Quality Scotland is always endeavouring to diversify the support which we offer to our members. As a result we have launched a series of webinars designed to give you advice and support along your excellence journey. The webinars are organised through the GoToWebinar online platform. There is no need to install any piece of software to attend one of the webinars. These web-based seminars will provide you, our members with an accessible way to learn and share best practice without having to leave your desk.

### March

#### 18th, 10.30am – 1pm
Private Sector Network meeting
At SELEX ES offices in Edinburgh.
Speakers: ‘Supply Chain’
John Nisbet, Head of Quality, SELEX ES
‘Lean application in the Private Sector’
Linda Nicolson, Catalyst Consulting
‘Lean application in the Private Sector’
Melanie Thomson, Quality Scotland

The session kicks off at 11am finishing with lunch and an optional tour of the SELEX production facility.

### April

#### 29th, 10am – 2pm
Submission Writers’ Workshop
Designed for members/non-members looking to take part in Quality Scotland’s Recognised for Excellence programme with the view to participating in the Scottish Awards for Business Excellence. This half-day workshop will take you through the process of how to write an award submission, including examples of previous submissions with the ‘do’s’ and ‘don’ts’ for completing the application.

#### 15th, 12 – 4pm
Scottish Awards for Business Excellence
Radisson Blu, Glasgow
Linda Nicolson, Catalyst Consulting
‘Lean application in the Private Sector’
Tom Nisbet, Head of Quality, SELEX ES
‘Supply Chain’
Linda Nicolson, Catalyst Consulting
‘Lean application in the Private Sector’
Melanie Thomson, Quality Scotland

The session kicks off at 11am finishing with lunch and an optional tour of the SELEX production facility.

### May

#### 28th, 9.30am – 12 noon
Voluntary Sector Network meeting
May date to be Public Sector Network meeting

### June

#### 27th, 9.30am – 12 noon
Voluntary Sector Network meeting

#### 11th – 12th
Voluntary Sector Network meeting
28th, 9.30am – 12 noon
29th, 10am – 2pm
Voluntary Sector Network meeting

### August

#### 27th, 9.30am – 12 noon
Voluntary Sector Network meeting

### Learning, Training and Development Diary March 2015 – June 2015

<table>
<thead>
<tr>
<th>Date</th>
<th>Course/Event</th>
<th>Designed for/to</th>
<th>Location</th>
<th>Price*</th>
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<tbody>
<tr>
<td>3rd – 5th</td>
<td>EFQM External Assessor Training</td>
<td>• For those who wish to become an accredited EFQM Assessor and apply to be an external assessor for the Scottish Awards for Business Excellence. • To provide detailed knowledge and understanding of the EFQM Excellence Model and the RADAR logic.</td>
<td>Edinburgh</td>
<td>Members £1,130 Non Members £2,260</td>
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<td>10th – 12th</td>
<td>PSF Accredited Assessor Training</td>
<td>• For organisations using the Public Service Improvement Framework. • To provide a thorough understanding of the more detailed aspects of the PSF and RADAR scoring matrix.</td>
<td>Edinburgh</td>
<td>Members £1,130 Non Members £2,260</td>
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<td>19th</td>
<td>Basic Assessor Training</td>
<td>• For those who wish to go on to the EFQM Assessor Training. • To deliver more information about the EFQM Fundamental Concepts, the EFQM Excellence Model and the assessment methodology RADAR.</td>
<td>Glasgow</td>
<td>Members £305 Non Members £610</td>
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<td>Thursday</td>
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<td>21st</td>
<td>Basic Assessor Training</td>
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<td>23 April</td>
<td>EFQM External Assessor Workshop</td>
<td>• To provide a very thorough grounding in the disciplines required for competent and progressive quality auditors. • To provide a high level of personal support and one-to-one feedback from experienced trainers.</td>
<td>Edinburgh</td>
<td>Members £1,079 Non Members £1,999</td>
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<td>27 April</td>
<td>EFQM External Assessor Training</td>
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<td>Edinburgh</td>
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<td>5th – 8th</td>
<td>Lean Six Sigma Foundation Workshop</td>
<td>• For those who have prior knowledge of the ISO 9001:2008 and wish to have a globally recognised RCA accredited auditing qualification. • To provide a very thorough grounding in the disciplines required for competent and progressive quality auditors.</td>
<td>Edinburgh</td>
<td>Members £1,685 Non Members £1,650</td>
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<td>11th – 15th</td>
<td>QMS Lead Auditor Course</td>
<td>• For remedial courses who wish to receive a quick understanding of the ISO 9001:2008 International Standard for QMS. • To prepare trainers for the Quality Auditor courses.</td>
<td>Edinburgh</td>
<td>Members £1,079 Non Members £1,999</td>
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<td>Edinburgh</td>
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<td>20th – 21st</td>
<td>QMS Internal Auditor Course</td>
<td>• For those nominated to carry out internal quality audits and need to be RCA accredited. • To provide a very thorough grounding in the disciplines required for competent and progressive quality auditors. • To provide a high level of personal support and one-to-one feedback from experienced trainers.</td>
<td>Edinburgh</td>
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For more information on any of our courses please visit qualityscotland.co.uk or call 0131 225 5765.

*Prices include course materials where applicable. All prices quoted exclude VAT.

To register for one of our webinars please visit the Quality Scotland website: www.qualityscotland.co.uk