

THE EFQM EXCELLENCE MODEL AND THE EQAVET FRAMEWORK AT VET PROVIDER LEVEL: CORRELATIONS & GAPS

TABLE 1

EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors & Quality indicators] ¹	EQAVET SUPPORTING MATERIALS [2010-present] THE EQAVET IT Tool ²
Criterion (Enabler) & criterion parts	Quality criterion , Indicative descriptors & Quality indicators	Building your QA approach Monitoring your QA approach
<p>Criterion 1 : Leadership</p> <p>Excellent organizations 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 react in a timely manner to ensure the ongoing success of the organization.</p>	<p>Planning</p> <p>Planning reflects a strategic vision shared by the relevant stakeholders & includes explicit goals/objectives, actions and indicators</p> <p>Evaluation</p>	<p>1. For further information on the EQAVET indicative descriptors, see Planning http://www.eqavet.eu/gc/tns/building-your-system/planning/descriptors-list.aspx</p> <p>2. For further information on the EQAVET indicators , see http://eqavet.eu/gc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
1a. Leaders develop the mission, values and ethics and act as role models.		
1b. Leaders define, monitor and review and drive the improvement of the organization's management system and performance.	<p>Planning</p> <p>European, national and regional VET policy goals/objectives are reflected in the local targets set by the VET providers.</p> <p>Explicit goals/objectives and targets are set & monitored.</p> <p>VET providers have an explicit and transparent quality assurance system in place.</p> <p>Responsibilities in quality management & development have been explicitly allocated.</p> <p>Evaluation</p> <p>Self-assessment/self-evaluation is periodically carried out under national and regional regulations/frameworks or at the initiative of VET providers</p> <p>Early warning systems are implemented.</p>	

¹ See See Recommendation of the European Parliament and of the Council of 18 June 2009 on the establishment of a [European Quality Assurance Reference Framework for Vocational Education and Training](#) [Official Journal C 155 of 8.7.2009].

² For further information see <http://www.eqavet.eu/gc/gns/home.aspx>

<p>1c. Leaders engage with external stakeholders.</p>	<p>Planning Ongoing consultation with relevant stakeholders takes place to identify specific local/individual needs. The relevant stakeholders participate in the process of analysing local needs. Providers plan cooperative initiatives with other VET providers.</p> <p>Review Results/outcomes of the evaluation process are discussed with relevant stakeholders and appropriate action plans are put in place.</p>	
<p>1d. Leaders reinforce a culture of excellence with the organization's people.</p>	<p>Planning There is an early involvement of staff in planning, including with regard to quality development.</p>	
<p>1e. Leaders ensure that the organization is flexible and manage change effectively.</p>	<p>Review Procedures on feedback and review are part of a strategic learning process in the organisation. Results/outcomes of the evaluation process are discussed with relevant stakeholders and appropriate action plans put in place.</p>	

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TABLE 2

THE EFQM EXCELLENCE MODEL [2013] CRITERIA[Enablers & Results]	THE EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors and Quality indicators] ³	THE EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ⁴
Criterion and criterion parts	Quality criteria, Indicative descriptors & Quality indicators	Building your QA approach Monitoring your QA approach
<p>Criterion 2: Strategy Excellent organizations 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>Planning reflects a strategic vision shared by the relevant stakeholders & includes explicit goals/objectives, actions and indicators. Implementation plans are devised in consultation with stakeholders and include explicit principles . Review</p>	<p>1. For further information on the EQAVET indicative descriptors, see Planning http://www.eqavet.eu/qc/tns/building-your-system/planning/descriptors-list.aspx Implementation http://www.eqavet.eu/qc/tns/building-your-system/implementation/descriptors-list.aspx Review http://www.eqavet.eu/qc/tns/building-your-system/review/intro.aspx</p> <p>2. For further information on the EQAVET indicators, see http://eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>2a. Strategy is based on understanding the needs & expectations of both stakeholders and the external environment.</p>	<p>Planning European, national and regional VET policy goals/ objectives are reflected in the local targets set by the VET providers. Explicit goals/objectives and targets are set and monitored. Ongoing consultation with relevant stakeholders takes place to identify specific local/individual needs. The relevant stakeholders participate in the process of analysing local needs. There is an early involvement of staff in planning, including with regard to quality development.</p>	

³ See Recommendation of the European Parliament and of the Council of 18 June 2009 on the establishment of a [European Quality Assurance Reference Framework for Vocational Education and Training](#) [Official Journal C 155 of 8.7.2009].

⁴ For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

THE EFQM EXCELLENCE MODEL [2013] CRITERIA[Enablers & Results]	THE EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors and Quality indicators] ³	THE EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ⁴
Criterion and criterion parts	Quality criteria, Indicative descriptors & Quality indicators	Building your QA approach Monitoring your QA approach
	<p>Providers plan cooperative initiatives with other VET providers.</p> <p>Implementation</p> <p>Relevant and inclusive partnerships are explicitly supported to implement the actions planned.</p> <p>Staff undertake regular training and develop cooperation with relevant external stakeholders to support capacity building and quality improvement, and to enhance performance.</p>	
<p>2b. Strategy is based on understanding internal performance & capabilities.</p>	<p>Planning</p> <p>There is an early involvement of staff in planning, including with regard to quality development.</p> <p>Implementation</p> <p>The strategic plan for staff competence development specifies the need for training for teachers and trainers.</p>	
<p>2c. Strategy and supporting policies are developed, reviewed and updated.</p>	<p>Implementation</p> <p>Resources are appropriately internally aligned/assigned with a view to achieving the targets set in the implementation plans.</p> <p>Review</p> <p>Procedures on feedback and review are part of a strategic learning process in the organisation.</p>	
<p>2d. Strategy and supporting policies are communicated, implemented and monitored</p>	<p>Implementation</p> <p>Resources are appropriately internally aligned/assigned with a view to achieving the targets set in the implementation plans.</p>	

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TABLE 3

THE EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	THE EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors & Quality indicators]	THE EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ⁵
Criterion & criterion parts	Quality criteria, Indicative descriptors & Quality indicators	Building your QA approach
<p>Criterion 3: People Excelent organizations 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 recognise, I a way that motivates people, builds commitment and enables them yo use their skills and knowledge for the benefit of the organization.</p>	<p>Planning reflects a strategic vision shared by the relevant stakeholders & includes explicit goals/objectives, actions and indicators. Implementation plans are devised in consultation with stakeholders and include explicit principles.</p>	<p>1. For further information on the EQAVET indicative descriptors, see Planning http://www.eqavet.eu/qc/tns/building-your-system/planning/descriptors-list.aspx Implementation http://www.eqavet.eu/qc/tns/building-your-system/implementation/descriptors-list.aspx</p> <p>2.For further information on the EQAVET indicators, see http://eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>3a. People plans support the organization's strategy.</p>	<p>Implementation Resources are appropriately internally aligned/assigned with a view to achieving the targets set in the implementation plans. Evaluation Evaluation and review covers processes and results/outcomes of education including the assessment of . staff satisfaction. Review Teachers' feedback this is used to inform further actions.</p>	
<p>3b. People's knowledge and capabilities are developed.</p>	<p>Implementation The strategic plan for staff competence development specifies the need for training for teachers and trainers.</p>	

⁵ For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

	<p>Staff undertake regular training and develop cooperation with relevant external stakeholders to support capacity building and quality improvement, and to enhance performance.</p> <p>Evaluation</p> <p>Evaluation and review covers processes and results/outcomes of education including the assessment of ... staff performance.</p>	
3c. People are aligned, involved and empowered.		
3d. People communicate effectively throughout the organization.		
3e. People are rewarded, recognised and cared for.		

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TABLE 4

EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors & Quality indicators] ⁶	EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ⁷
Criterion and criterion parts	Quality criteria, Indicative descriptors & Quality indicators	Building your QA approach Monitoring your QA approach
<p>Criterion 4: Partnerships & resources Excellent organizations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of the processes They ensure that they effectively manage their environmental and societal impact.</p>	<p>Implementation plans are devised in consultation with stakeholders and include explicit principles. Evaluation of outcomes and processes is regularly carried out and supported by measurement. Review</p>	<p>1. For further information on the EQAVET indicative descriptors, see Implementation http://www.eqavet.eu/qc/tns/building-your-system/implementation/descriptors-list.aspx Evaluation http://www.eqavet.eu/qc/tns/building-your-system/evaluation/intro.aspx Review http://www.eqavet.eu/qc/tns/building-your-system/review/intro.aspx</p> <p>2. For further information on the EQAVET indicators, see http://eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>4a. Partners and suppliers are managed for sustainable benefit.</p>	<p>Implementation Relevant and inclusive partnerships are explicitly supported to implement the actions planned. Evaluation Evaluation and review includes adequate and effective mechanisms to involve external stakeholders</p>	

⁶ See Recommendation of the European Parliament and of the Council of 18 June 2009 on the establishment of a [European Quality Assurance Reference Framework for Vocational Education and Training](#) [Official Journal C 155 of 8.7.2009].

⁷ For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

4b. Finances are managed to secure sustained success.		
4c. Buildings, equipment, materials and natural resources are managed in a sustainable way.		
4d. Technology is managed to support the delivery of strategy.		
4e. Information and knowledge are managed to support effective decision making and to build the organization's capability.		

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TABLE 5

EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors & Quality indicators]	EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ⁸
Criterion and criterion parts	Quality criteria, Indicative descriptors & Quality indicators	Building your QA approach
<p>Criterion 5: <i>Processes, products & services</i> Excellent organizations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.</p>	<p><i>Planning</i> reflects a strategic vision shared by the relevant stakeholders and includes explicit goals/objectives, actions and indicators.</p> <p><i>Implementation</i> plans are devised in consultation with stakeholders and include explicit principles.</p> <p><i>Evaluation</i> of outcomes and processes is regularly carried out and supported by measurement.</p> <p><i>Review</i></p>	<p>1. For further information on the EQAVET indicative descriptors, see Planning http://www.eqavet.eu/qc/tns/building-your-system/planning/descriptors-list.aspx Implementation http://www.eqavet.eu/qc/tns/building-your-system/implementation/descriptors-list.aspx Evaluation http://www.eqavet.eu/qc/tns/building-your-system/evaluation/intro.aspx</p> <p>2. For further information on the EQAVET indicators, see http://eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>5a. Processes are designed and managed to optimise stakeholder value.</p>	<p><i>Planning</i> Ongoing consultation with relevant stakeholders takes place to identify specific local/individual needs. There is an early involvement of staff in planning, including with regard to quality development. Providers plan cooperative initiatives with other VET providers. The relevant stakeholders participate in the process of analysing local needs.</p>	

⁸ For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

<p>5b. Products and services are developed to create optimum value for customers.</p>	<p>Planning Ongoing consultation with relevant stakeholders takes place to identify specific local/ individual needs.</p> <p>Implementation Relevant and inclusive partnerships are explicitly supported to implement the actions planned.</p>	
<p>5c. Products and services are effectively promoted and marketed</p>		
<p>5d. Products and services are produced, delivered and managed.</p>	<p>Evaluation Evaluation & review covers processes and results/outcomes of education including the assessment of learner satisfaction as well as staff performance and satisfaction.</p>	
<p>5e. Customer relationships are managed and enhanced.</p>	<p>Evaluation Evaluation & review covers processes and results/outcomes of education including the assessment of learner satisfaction as well as staff performance and satisfaction. Evaluation & review includes adequate and effective mechanisms to involve internal and external stakeholders.</p> <p>Review Learners' feedback is gathered on their individual learning experience and on the learning and teaching environment. Together with teachers' feedback this is used to inform further actions.</p>	

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TABLE 6

EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors and Quality indicators] ⁹	EQAVET SUPPORTING MATERIALS [2010-present] THE EQAVET IT Tool ¹⁰
Criterion and criterion parts	Quality criteria, indicative descriptors and quality indicators	Building your QA approach Monitoring your QA approach
<p>Criterion 6: Customer results Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.</p>	<p>Evaluation of outcomes and processes is regularly carried out and supported by measurement Review</p> <p>Reference quality indicators for assessing quality in VET</p> <ul style="list-style-type: none"> ▪ 3 - Participation rate in VET programmes ▪ 4 - Completion rate in VET programmes ▪ 5 - Placement rate in VET programmes ▪ 6 - Utilisation of acquired skills at the workplace 	<p>1. For further information on the EQAVET indicative descriptors, see Evaluation http://www.eqavet.eu/qc/tns/building-your-system/evaluation/intro.aspx Review http://www.eqavet.eu/qc/tns/building-your-system/review/intro.aspx</p> <p>2. For further information on the EQAVET indicators, see http://www.eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>6a. Perceptions These are the customer's perceptions of the organization.[...] These perceptions should give a clear understanding of the effectiveness, from the customer's perspective, of the deployment and outcomes of the organization's customer strategy and supporting policies and processes.</p>	<p>Evaluation Self-assessment/self-evaluation is periodically carried out under national and regional regulations/frameworks or at the initiative of VET providers Evaluation and review covers processes and results/outcomes of education including the assessment of learner satisfaction [...] Review Learners' feedback is gathered on their individual learning experience and on the learning and teaching environment. Together with teachers' feedback this is used to inform further actions.</p>	

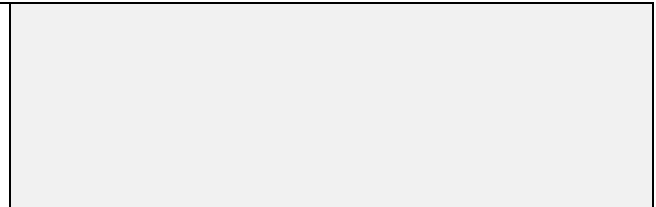
⁹ See Recommendation of the European Parliament and of the Council of 18 June 2009 on the establishment of a [European Quality Assurance Reference Framework for Vocational Education and Training](#) [Official Journal C 155 of 8.7.2009].

¹⁰ For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

6b. Performance indicators

These are the internal measures used by the organization in order to monitor, understand, predict and improve the performance of the organization and to predict their impact on the perceptions of its customers. These indicators should give a clear understanding of the deployment and impact of the organization's customer strategy, supporting policies and processes.

Reference quality Indicators numbers: 3, 4, 5, 6.



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TABLE 7

THE EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	THE EQAVET FRAMEWORK [2009] QUALITY CRITERIA Indicative descriptors and Quality indicators	THE EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ¹¹
Criterion and criterion parts	Quality criteria, Indicative descriptors & Quality indicators	1. Building your QA approach 2. Monitoring your QA approach
<p>Criterion 7: People results Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people</p>	<p>Evaluation of outcomes and processes is regularly carried out and supported by measurement Review Reference quality indicators for assessing quality in VET Indicator 2 - Investment in training of teachers and trainers</p>	<p>1. For further information on the EQAVET indicative descriptors, see Evaluation http://www.eqavet.eu/qc/tns/building-your-system/evaluation/intro.aspx 2. For further information on the EQAVET indicators, see http://www.eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>7a. Perceptions These are the people's perception of the organization.[...] These perceptions should give a clear understanding of the effectiveness, from the people's perspective , of the deployment and outcomes of the organization's people strategy and supporting policies and processes</p>	<p>Evaluation Self-assessment/self-evaluation is periodically carried out under national and regional regulations/frameworks or at the initiative of VET providers. Evaluation and review covers [...] results/outcomes of education including the assessment of [...] staff performance and satisfaction Review [...] teachers' feedback [...] is used to inform further actions.</p>	
<p>7b. Performance indicators These are the internal measures used by the organization in order to monitor, understand, predict and improve the performance of the organization's people and to predict their impact on perceptions</p>	<p>Evaluation Evaluation and review covers [...]. results/outcomes of education including the assessment of [...] staff performance. Quality indicator 2 Investment in training of teachers and trainers</p>	

¹¹ For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

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TABLE 8

THE EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	THE EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors and Quality indicators]	THE EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ¹²
Criterion and criterion parts	Quality criteria, Indicative descriptors & Quality indicators	1. Building your QA approach 2. Monitoring your QA approach
<p>Criterion 8: Society results Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.</p>	<p>Evaluation of outcomes and processes is regularly carried out and supported by measurement. Reference quality indicators for assessing quality in VET</p> <ul style="list-style-type: none"> ▪ 3 - Participation rate in VET programmes ▪ 4 - Completion rate in VET programmes ▪ 5 - Placement rate in VET programmes ▪ 6 - Utilisation of acquired skills at the workplace ▪ 7 - Unemployment rate ▪ 8 - Prevalence of vulnerable groups 	<p>1. For further information on the EQAVET indicative descriptors, see Implementation http://www.eqavet.eu/qc/tns/building-your-system/implementation/descriptors-list.aspx Evaluation http://www.eqavet.eu/qc/tns/building-your-system/evaluation/intro.aspx Review http://www.eqavet.eu/qc/tns/building-your-system/review/intro.aspx</p> <p>2. For further information on the EQAVET indicators, see http://eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>8a. Perceptions This is society's perception of the organization.[...] These perceptions should give a clear understanding of the effectiveness, from society's perspective, of the deployment and outcomes of the organization's societal and environmental strategy and supporting policies and processes.</p>	<p>Evaluation Self-assessment/self-evaluation is periodically carried out under national and regional regulations/frameworks or at the initiative of VET providers.</p>	
<p>8b. Performance indicators These are the internal measures used by the organization in order to monitor, understand, predict and improve the performance of the</p>	<p><i>Reference quality indicators number 3, 4, 5, 6, 7, 8.</i></p>	

¹² For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

THE EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	THE EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors and Quality indicators]	THE EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ¹²
<p>organization and to predict their impact on the perceptions of the relevant stakeholder within society. These indicators should give a clear understanding of the deployment and impact of the organization's societal and environmental strategy and supporting policies and processes.</p>		

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TABLE 9

THE EFQM EXCELLENCE MODEL [2013] CRITERIA [Enablers & Results]	THE EQAVET FRAMEWORK [2009] QUALITY CRITERIA [Indicative descriptors & Quality indicators]	THE EQAVET SUPPORTING MATERIALS [2010- present] THE EQAVET IT Tool ¹³
Criterion & criterion parts	Quality criteria, Indicative descriptors & Quality indicators	Building your QA approach Monitoring your QA approach
<p>Criterion 9 <i>Business results</i> Excellent organizations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders</p>	<p>Evaluation Evaluation of outcomes and processes is regularly carried out and supported by measurement</p> <p>Review <i>Reference quality indicators for assessing quality in VET</i></p> <ul style="list-style-type: none"> ▪ 3 - Participation rate in VET programmes ▪ 4 - Completion rate in VET programmes ▪ 5 - Placement rate in VET programmes ▪ 7 - Unemployment rate ▪ 8 - Prevalence of vulnerable groups 	<p>1. For further information on the EQAVET indicative descriptors, see Planning http://www.eqavet.eu/qc/tns/building-your-system/planning/descriptors-list.aspx</p> <p>Evaluation http://www.eqavet.eu/qc/tns/building-your-system/evaluation/intro.aspx</p> <p>Review http://www.eqavet.eu/qc/tns/building-your-system/review/intro.aspx</p> <p>2. For further information on the EQAVET indicators, see http://eqavet.eu/qc/tns/monitoring-your-system/evaluation/EQAVET_indicators.aspx</p>
<p>9a Business outcomes These are the key financial and non- financial business outcomes which demonstrate the success of the organisation's deployment of their strategy. The set of measures and relevant targets will be defined and agreed with the business stakeholders.</p>	<p>Evaluation Self-assessment/self-evaluation is periodically carried out under national and regional regulations/frameworks or at the initiative of VET providers. Evaluation and review covers [...] results/outcomes of education[...].</p>	

¹³ For further information see <http://www.eqavet.eu/qc/gns/home.aspx>

	<p>Review Results/outcomes of the evaluation process are discussed with relevant stakeholders and appropriate action plans are put in place.</p>	
<p>9b Business performance indicators These are the key financial and non- financial business indicators that are used to measure the organisation's operational performance. They help monitor, understand, predict and improve the organisation's likely business outcomes.</p>	<p>Reference quality indicators number 3, 4, 5, 7, 8.</p>	

