I. European Quality Leader Award (EQL)

1. Foreword

The European Quality Leader Award is yearly launched and granted by the EOQ.
The award is meant to promote maximum performances in all layers of the quality topic and support their propagation.

2. Purpose of the European Quality Leader Award

A Quality Leader is a leader in an organization having succeeded in moving the organization to success for the different stakeholders through his leadership and through the change and Quality improvement processes he has implemented directly through his team.

The European Quality Leader is awarded by the EOQ to the best applicant to the yearly contest, by taking into account the defined EOQ-EQL criteria.

Granting the EOQ QL Award is a strategic decision of the EOQ to promote top performances of people acting in the quality field in its broadest sense.

3. General guidelines to the advertisement of the competition and conditions of participation

3.1 Advertisement of the competition

Each year in November is launched the EQL award on the EOQ website (brief presentation of EQL, participation conditions and general procedure). The EOQ NRs are informed about it by e-mail. The corresponding documents (EQL application form and CV form, guideline for EOQ awards organization and evaluation criteria) are to be found in the EOQ website/ SharePoint (EOQ management system documentation).

3.2 Participation conditions

The EQL Award candidates may be proposed to the EOQ by the EOQ NR organizations:
- Which are organizing in their countries the National Quality Leader award, in accordance with the EQL procedures and criteria. As EQL candidate is proposed the winner of the award on national level.
- Which are not organizing in their countries the National Quality Leader award. In this case the NR organization may propose an EQL candidate who was selected on national level by considering the EOQ-EQL criteria.

The EQL award may be granted only once to the same person.

The practical "success story" presented by the candidate should be not older than 3 years since the application date for the EQL Award.

The EOQ NRs have to send to EOQ General Secretariat the following filled-in EQL application documents (in English) for their candidate:
- EOQ-EQL application form
- EOQ-EQL CV
- Confirmation of candidate's participation in EQL awarding ceremony

4. Evaluation and assignment of the award

4.1 Evaluation criteria

The EOQ QL Award evaluation criteria refer to:
- The content of the candidate's CV
- The content of the candidate's application

The evaluation criteria allow choosing the best European Quality Leader for that year. They are not a description of what a change leader should be. The criteria are a support to a judgement and not an end in itself.
What is important and represents the basic approach for the evaluation is the relative position of the different applications on each criterion.
The EQL criteria will be not communicated to the candidates and the obtained score, as well.

A. Criteria for the evaluation of the CV (Who is the applicant)

Elements of the application form's content can also be taken into account for this part.

1. **Education and Skills**: It concerns the scope of knowledge and skills. Skills are not only those specific to Quality but those in all related areas such as communication, human relations, management, organization.

   For the evaluation will be considered the following aspects:
   - Education – kind and level of acquired education
   - Qualifications – kind and number of specific qualifications
   - Recognitions (certificates, awards)
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2. **Practical experience**: How the facts give evidence of having applied the knowledge and skills during the candidate's working period and in the functions and roles he had, especially in the field of application of the achievement.

   For the evaluation the following aspects will be considered:
   - Overall working experience duration
   - Functions in quality field in its broadest sense (duration)
   - Roles in change projects (kind of projects, role in the projects, etc.)
3. **Publications**: How the knowledge, skills and practical experience have been spread to the society.

   For the evaluation will be considered the following aspects:
   - Publications on quality (in its broadest sense) topics
   - Publications on change management, related projects

4. **Outstanding achievements:** Here we are looking at what is considered by the applicant as being really outstanding in his professional life. It should be unique, innovative and

bringing something to the concerned stakeholders. The extension of the achievement to a European and /or international level is considered an advantage in the evaluation of candidates.

For the evaluation, kind and number of successful quality improvement and/or change projects, including the European and/or international extension will be considered.

B. Criteria for the evaluation of the application (at which extent is the candidate a real leader and what achievements have been made)

Here again, elements of the CV's content can be taken into account.

Criteria 5 to 8 are meant to evaluate the candidate's leadership attributes.
Leadership shows itself in the inspired action of team members. The leader sets the direction in which the project should head and also identifies the steps that must be taken by the members of the team to go in that direction.
The best way to assess leadership attributes is by the degree to which people surrounding leaders are inspired - what effective leaders need to be, know and do?

For the evaluation the abilities of the candidate will be considered for:

5. Setting Directions – through:
- Facing reality and focusing on the future
- Seeing changes as an opportunity

6. Demonstrating Personal Character – perception of his collaborators and environment concerning how he/she is:
- Living values, leading by examples
- Having and creating a positive self-image
- Displaying integrity & learning ability

7. Building Organizational Capability – through:
- Building infrastructure
- Building and leading teams
- Making change happen
- Designing human resource systems

8. Mobilizing Individual Commitment - through:
- Directing emotions
- Sharing power and authority
- Building collaborative relationships

9. Factual results of the achievement (quality improvement and/or change projects).

For the evaluation the **factual results and effects** of the candidate's achievement (both in depth and extent) are considered concerning different stakeholders, like:
- Customers
- Employees
- Investors
- Organization
- Environment, society

and if it is the case, the European and/or international extension of the achievement.

10. Global perception of the application

It is important that the members of the jury ask themselves what their perception is keeping in mind that their target is to select the best European Quality Leader for that year.
For the evaluation the overall impression about the content of the candidate's CV and application is considered by taking into account the relative position of the different applications, related to aspects like:

- Clear and understandable presentation
- Thoroughness and objectivity
- Conclusiveness

Each evaluation criterion has a defined weight, totalizing 40 points for the CV content and 60 points for the application content. For each candidate is determined the degree of completion of each criterion (between 0% and 100%), by considering the relative evaluation approach and available evidences. The assigned degree of completion (in %) is multiplied by the weight of the considered criterion and the result represents the number of points for each criterion.
The sum of the points of each criterion represents the total score (maximum possible total points = 100).

The final result of the evaluation of each candidate is represented by the average of the scores given by each member of the jury.

C. Evaluation criteria to be used during the interview (only for the 3 nominees)
- Contents
- Presentation
- Persuasiveness
- Answers to questions

4.2 Award jury

The evaluation of the EOQ QL award candidates is made in two steps:

Step 1 – By the NR organizations:
- Which are organizing the National Quality Leader award in their countries.
- Which are not organizing the National Quality Leader award in their countries.

Step 2 - By the EOQ Award jury, formed by the EOQ President, the EOQ SG, the EOQ QL award winner of the previous year and one member of the EOQ Executive Board

4.3 Selection process of the EOQ QL Award winner

1. The EOQ EX establishes the EOQ Jury members and the EOQ QL award winner of the previous year is invited by the SG to participate in the jury
2. The NR organizations send the candidates' application documents to the SG until December 15 (Filled-in EOQ CV and EOQ application form, results of the national evaluation, where available). The SG verifies the completeness of the documents.
3. The candidates' application documents are sent by the SG to the EOQ jury members by e-mail
4. The jury votes electronically and the up to 5 nominees are selected, based on the 5 highest average scores
5. The jury selects the winner

The EQL selection is made by the EOQ based on neutrality principles.

5. EQL awarding

The selected nominees are invited to the EOQ congress for the ceremony of the "European Quality Leader" awarding, which has to be included in the EOQ congress program and organized by the congress organizing NR, in close cooperation with the EOQ General Secretariat. The EOQ supports the EOQ Congress participation fee costs of the nominees for that year.

The EQL winner receives the corresponding EQL Award diploma and trophy which are handed over to the winner during the ceremony, by the EOQ President.

6. EQL awards winners' promotion

The name of the EQL Award winner and a press release are posted on the EOQ webpage, after the closure of the EOQ congress.

II. EOQ Georges Borel Award

1. Who was Georges Borel?

Georges Borel was born in 1911 and left this earth on September 29th, 1982.

He was one of the first quality managers in Europe and spent most of his career in the ITT group, where he was the first quality manager of its European subsidiary LMT. He was one of the mentors of Phil Crosby. He was the first in Europe to develop the zero default programs at the LMT plant in Rennes in 1967.

Georges Borel was founding member and president of European Organization for Quality, EOQ, from 1971 till 1973.

He suggested to Val Feigenbaum to create the International Academy for Quality, IAQ, where he was one of the 6 founding members with Val Feigenbaum, K. Ishikawa, Mr Koguré, J. Lancaster and F. Nixon.

Georges Borel was the first founder of the European quality movement and one of the creators of the European School for Quality.

Georges Borel was the first to combine management and quality control, technique and humanism. Although his expertise has been that of a scientist, Georgess Borel knew that it is rarely the rational part that leads the world but mostly the irrational part and even more so the feelings, good or bad! But quality shouldn't consider the needs, quality has to take things like they are and deal with them!

By definition, the EOQ Georges Borel Award has born from the idea that the development and the promotion of the European Quality Movement is done by outstanding individuals who spend their time and energy in sharing their beliefs and knowledge for the benefit of the European Society.

The European Organization for Quality, EOQ, wants to show them recognition and to thank them for their contribution.

EOQ Georges Borel Award recognises individuals who have brought an outstanding contribution to the

EOQ mission, which is: "Improve European society through the promotion of Quality in its broadest sense".

2. EOQ Georges Borel award/medal categories

The EOQ Georges Borel Award recognises individuals who have brought an outstanding contribution to the realization of EOQ mission by promoting and disseminating quality in his or her own work environment as well as by setting an example for the society by personal and professional accomplishments through which quality is successfully deployed. The EOQ Georges Borel award/medal has three categories:

2.1 Award/Medal to Governmental representatives
It recognizes individuals who have made an outstanding accomplishment through successful promotion and deployment of quality at government level through their professional activities and behaviours and thus created a visible impact in the field of quality at government level in their own countries or at European level.

2.2 European Award/Medal
It recognizes individuals who are at the edge of the development, use and diffusion of quality in Europe through their professional activities and behaviours and thus who have not only brought an outstanding contribution to the realization of EOQ mission at European level but also personally contributed to the development of the European Quality movement.

2.3 International Award/Medal
It recognizes individuals who are at the edge of the development, use and diffusion of quality at international level through their professional activities and behaviours and thus who have not only brought an outstanding contribution to the realization of EOQ mission at international level but also personally contributed to the development of the European Quality movement through their accomplishments with a global impact in the field of quality.

3. Choosing and evaluating candidates

Candidates for the EOQ Georges Borel Award are identified and evaluated in the following steps:

3.1 For the European and International Medals:
EOQ Secretary General is searching for adequate candidates.
Contact with EOQ NRs if it is located a candidate from their country to gather more information about him or her and then to contact this person at the adequate stage of the evaluation process.

3.2 For the Governmental Medal, might be done two things in parallel:
> - Ask EOQ NRs to locate a candidate in their own countries and then inform EOQ Directorate General with supporting background information.
> - EOQ Directorate General looks for adequate candidates at European level by simply following media resources and making some research about quality-involved successful transformation projects at EU level.

3.3 Use of criteria

Following the initial steps described above it will be chosen the right candidate after the evaluation process is complete. This is made by following the proposed framework/criteria which includes items listed in EOQ Mission, and which is the basis of the Georges Borel award by definition.

3.4 Evaluation and nomination of awards winners

A Jury nominates candidates for the Awards.
The Jury consist of the EOQ President and Past President who appoints three other members of the Jury.
The Executive Board decides the Award winners from the Jury's list of candidates.

3.5 Awarding ceremony and public information

The Georges Borel Award Ceremony is organised during the Welcome Cocktail of the annual EOQ Congress or in parallel to EQL awarding ceremony, either at the Gala Dinner or the Closing Session of the EOQ Congress.

The name of the Georges
 Borel Awards' winners and press releases are posted on the EOQ webpage, after the awarding ceremonies.

4. Evaluation criteria

4.1 EOQ Georges Borel Governmental Award/Medal

Candidate Name/Country:			
Criteria for the Candidate	**Weight**	**Points number**	**Remarks & examples**
Facilitated networking 1. Contribution in research 2. Aiding the transfer of knowledge 3. Disseminating leading edge concepts and techniques 4. Facilitating competence centers for organizations 5. Supporting the promotion and deployment of quality 6. Leader or organiser of quality-related congresses and events 7. Participating in major quality related events 8. Being at the forefront in his or her own sector with the required leadership skills to disseminate and promote quality 9. Having understood and communicated the importance of quality in his or her own work environment at national, European or global level 10. Having influenced an contributed to quality management 11. A person still active	5		
Creating Qualified people 1. Leading of training and continuous professional development 2. Demonstrating levels of competence by own certificates of qualification 3. Developing and providing training programs	5		
Transforming organizations 1. Integration of qualified people within a structure 2. Demonstrate use of innovation techniques and breakthrough management 3. Dissemination of information by all means 4. Demonstrate use of common framework of CSR & Sustainable development 5. Demonstrate initiating governmental projects with the end result of added value for his or her institution and/or the society by a describable accomplishment with visible results with a significant impact through quality 6. Having deployed quality tools in his or her own work environment with successful visible results with an acceptable influence	5		
Total Score		Max. 100 p.	

4.2 EOQ Georges Borel European Award/Medal

Candidate Name/Country:			
Criteria for the Candidate	**Weight**	**Points number**	**Remarks & examples**
A. Facilitated networking			
1. Contribution in research			
2. Aiding the transfer of knowledge			
3. Disseminating leading edge concepts and techniques			
4. Functioning in a competence center for organizations, governments and EU			
5. Supporting its members in the promotion and deployment of quality			
6. Fostering the processes of global integration in the field of quality			
7. Leader or organiser of quality-related congresses and events			
8. Participating in major quality related events			
9. Being at the forefront in his or her own sector with the required leadership skills to disseminate and promote quality, known name in Google, and is still active			
10. Having understood and communicated the importance of quality in his or her own work environment at national, European or global level			
11. Having built a network in the quality field (should be known in different countries)			
12. Have a link with EOQ at some point in his or her career			
Total A			
B. Creating Qualified people			
1. Training and continuous professional development through attendance on appropriate courses taught by professional trainers			
2. Recognition of the levels of competence achieved by issuing certificates of qualification			
3. Developing and providing training programs			
Total B			
C. Transforming organizations			
1. Integrating qualified people within a structure			
2. Masters in innovation techniques and breakthrough management			
3. Dissemination of information by all means			
4. Common framework of CSR & Sustainable development			
5. Efforts on voluntary (not as a consultant) basis			
Total C			
Total Score	**(A+B+C)**		
		Max. 100 p	

4.3 EOQ Georges Borel International Award/Medal

Candidate Name/Country:			
Criteria for the Candidate	**Weight**	**Points number**	**Remarks & examples**
A. Facilitated networking			
1. Contribution in research			
2. Aiding the transfer of knowledge			
3. Disseminating leading edge concepts and techniques			
4. Functioning in a competence center for organizations, governments and EU			
5. Supporting its members in the promotion and deployment of quality			
6. Fostering the processes of global integration in the field of quality			
7. Leader or organiser of quality-related congresses and events			
8. Participating in major quality related events			
9. Being at the forefront in his or her own sector with the required leadership skills to disseminate and promote quality			
10.Having understood and communicated the importance of quality in his or her own work environment at national, European or global level			
11. Available publications and membership international Quality organizations			
Total A			
B. Creating Qualified people			
1. Training and continuous professional development through attendance on appropriate courses taught by professional trainers			
2. Recognition of the levels of competence achieved by issuing certificates of qualification			
3. Developing and providing training programs			
4. Available publications and membership international Quality organizations, in Google			
5. 25 years active in quality management World			
Total B			
C. Transforming organizations			
1. Integrating qualified people within a structure			
2. Masters in innovation techniques and breakthrough management			
3. Dissemination of information by all means			
4. Common framework of CSR & Sustainable development			
Total C			
Total Score	**(A+B+C)**		
		Max. 100 p	