

FOUNDATION FOR QUALITY MANAGEMENT EFQM MODEL FEASIBILITY EUROPE (EFQM) IN EDUCATION INSTITUTIONS, LORESTAN PROVINCE, IRAN

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Introduction:

Human species gradually learned the value of work and participation. Initially, only members of the tribe and his people helped, without regard to the problems other people have. Gradually it became clear that the problem can not work alone helps Gradually the "aspiration of human basic means working with others for a common goal of world and have been extended so that communication and fast shipping nations closer together has made." (Cohen, 1995, p 15). "The industrialized countries in the mid-1950s onwards, a new form of production and service provision within the saw Attitude of introspection spent outward-looking community and interact with other nations, according to the wishes of the people concerned. "Rapid and continuous changes in the era of the thoughts and attitudes of the managers at the time appeared in industrial societies. Place to management remark leadership." (Alavi, Farshid, 1999, p 49).

Export orders, enforcing decisions from the top down instead of their kind cooperation and empathy with the management staff, the organization of this movement oriented to what the customer likes a bit of lead one of the most exciting challenges Vtba in modern society the challenge of managing government and industry factors that strongly in balance with each other, such as: management, population growth, population structure, all forms of crises facing society in a way that is not

Management roles, which means the efficient use of resources towards a pillar unmatched and undeniable in terms of social and economic, and even politics, culture has become "(Gray, 1998, p 64.) New theories management of which is referred to as science. dimensions of labor (salaries and working conditions) will be satisfied as long as a person is intrinsically motivated

Move forward without stopping communities in the turbulent current caused by trying to tout it as he likes it covers "(Gvyl Cohen, 1995, p 23).

Today, the quality of the various organizations and has the last word first. Thus, the higher the quality of the sublime, a transcendent agency, a mutual organization and management as well as administrative systems of organs is a complex process which is controlled at the Business Excellence model.

Given the quality and efficiency in the administration of the activities of each organization and institution critical factor in achieving the goals and development programs that the institution is.

Nowadays as low as the low level of effectiveness and efficiency of the service and products, the Iranian companies and organizations in this direction has led to greater attention to this issue and have discovered the causes of low quality

Also, according to the results and goals, continuous improvement of product or service quality and satisfaction of stakeholders, organizations convinced to pay more attention to performance management and evaluation has

Indeed, organizations improve the efficient use of resources at their disposal to achieve the twin objectives of efficiency and effectiveness of the organization in a manner to attempt to evaluate the performance

Review and evaluate its performance by some sort of effort in troubleshooting processes and work products instead of hiding the imperfections of sharp vision of our customers Predict future customer and market needs and demands of the provisions, and requirements regarding the environment, and also considering the benefits and interests of all stakeholders, all require a reasonable approach, it manages to be Considering all aspects of quality assessment requires a comprehensive model of quality and development. Research seeks to investigate the matter and what will be the end of an analysis of the possible establishment of a model of excellence (EFQM) excellence the Move education of the province.

Problem:

Control and quality assurance organizations today are structured in two main

Why the need to understand customer requirements, we can understand the gradual change in various contexts, technological, social, political, moral, and trying to adapt to and anticipate future needs and surpass their products and services as well as increase the quality of the corners management quality.

The major challenge facing managers today is based on compliance with competition rules in the current market environment variable is based on performance evaluation. "

Management evaluates the performance of an organization to measure the conductivity of a plane without a navigation system, the monitoring and evaluation of particular importance to manage the function among the top five (Prvkvyнкv, 1998, P. 15). Performance evaluation of an organization's activities and processes, it is not only efficacy but also involves monitoring the effectiveness of the organization to achieve long-term goals and develop a long-term strategy

One of the efficient models to evaluate the quality performance of the organization, the Foundation for Quality Management model in Europe (EFQM), which these days in many organizations in the world and simultaneously deployed and evaluated its performance has led So many people use this model as the evaluation model. The method to measure the success of any organization's performance improvement brought together various organizations and provides comparable performance. Discover strengths and areas to be improved Based on the preparation of a data base amount applicable to the current situation in the organization with the ideal conditions for a master key goal of this research is in accordance with the standard format, the model contains 9 criteria and 32 sub-criteria which are detailed in later stages will be presented

Investigation of the structure follows the model but its localization and adaptation to the conditions and requirements of education model province minor changes have been made on the following criteria Nowadays organizations to achieve quality, then it must be the path of organizational maturity, and the path to the stakeholder's satisfaction is going Leaders of organizations have learned from experience in organizational development depends on the development and characteristics of working and creating a favorable impression Noting the growing consumer society is to view Identify areas for improvement and organizational strengths in education Model province around 9 main criteria considered in this research is the. Assessment of stakeholder perceptions and performance measures for the employees, community and customers as well as key evaluation results, a fundamental step is to identify the strengths and areas of improvement, as well as to identify the reasons and the main drivers of the pillars of the status quo is research. Obviously, based on what was mentioned above familiar with the strengths and weaknesses in different areas of management to make proper plans Collection efforts in identifying and responding to what the Kurds, is particularly important Thus, with regard to the existing conditions governing the province feasibility Education Business Excellence Model (EFQM)) as an issue and will be reviewed.

The necessity and importance of performance:

Areas of higher organizations, regardless of size, maturity, organizational structure and success requires strong management tool is appropriate. In order to assess the position of the organization on the path of excellence and help to understand the gap between aspirations and reality and encourage organizations to find solutions to improve

And also the basis for establishing a common language and thinking in all dimensions and in all areas of the organization, the Foundation for Quality Management Excellence Model Enterprise Services Europe.

Performance improvement of education in the province and how it depends on the current status of the unit is detected.

To evaluate the performance of the organization can improve the level of development plans and thus better performance and their knowledge of the groups to measure the performance of military In addition, the amount of research results in different fields is the successful implementation of education policies and how subordinate units HIGHLIGHTS province, thereby providing a measure compare the performance of subordinate units, other organizations the best models In addition, through this research can be inefficient and ineffective to identify areas to focus improvement activities on the In other words, the productivity of the organization's activities and deepen the policy implications of this research can be crucial.

Given the capabilities of the model (EFQM) in identifying strengths and areas for improvement and the need to identify areas for performance improvement planning any subsidiaries of Education Lorestan necessarily subject to identify areas of strength and weakness is

Given the level of strategy and vision, as well as the successful implementation of development policies and programs in all three areas of approach, deployment and review of requirements and prerequisites are planned,

The model EFQM)) has the ability to monitor it well. Assessment including evaluation of various aspects of the policies and objectives, strategies, resources, facilities Necessary staff and management processes in organizations. Unfortunately, no assessment or evaluation reports of the disease in the modern ills of the country.

With this survey on the expected outcomes of the provincial education can be measured or identified Satisfaction of employees, customers or the extent to which the functioning of the organization or is primarily due to measurement or not?

The results of this research may lead to the desired behavior is to motivate people at different levels in order to evaluate policies that are of particular importance in the organizations they are depends on the measurements. In general, the importance of research in the study of compliance and performance results of all office activities with a global acceptance as a standard model. Organizational behavior, absolute compliance behavior.

Research objectives:

The objectives of this study are separable as follows:

- 1 - Pathology of the existing state of conscious planning.
- 2 - Improve the conditions of the decision.
- 3 - Promoting Empowerment through Education province Productivity main purpose Feasibility of the Business Excellence Model Business Excellence Foundation for Quality Management Europe based on EFQM)) in the province of Education.
- 4-- The effectiveness of each measure 9 persons in leadership, policy and strategy, people management, resources, processes, customers, results, employees, community, key performance results, the move towards excellence in education province to determine .
- 5- Provide recommendations based on research findings and their practical applications in education province.
- 6 - identify strengths and areas of significant subsidiaries provincial education departments.
- 7 - Provide clear and transparent picture of the status of subordinate units based on documentation of education.
- 8 - Providing Pysnhdaty for other organizations in the province.

Research questions:

The research questions are:

- 1 - Current state education agencies province in terms of features, the Business Excellence Model (EFQM) How so?
- 2 - the main factors affecting the implementation of the Business Excellence Model (EFQM) What are the province?
- 3 - Models (EFQM) for education agencies, what province should have the features and requirements?
- 4 - Operational and structural changes in the direction of substrate preparation and implementation model (EFQM) How Vty what steps should be implemented in the province education institutions?

Materials and Methods :

This study feasibility Foundation for Quality Management EFQM model Europe (EFQM) in the province includes education organizations In the meantime we have tried to select the appropriate statistical methods of sampling and data collection and analysis, they would Therefore, this chapter introduces the methods of statistical analysis, data

collection, community, Nmvnhamary are introduced.

Given the scope and breadth of the subject matter of this study and the possibility of collecting data from all of the directors and officers and staff of the Department of Education not possible

Staff and sufficient information regarding the Business Excellence Model (EFQM) have conducted research on the other hand, the major provisions of the Feasibility of implementing the Business Excellence Model (EFQM) and a practical obligation of all members of the organization, so Jamhamary considered in this study for managers and professionals working in the educational institutions of the province.

The research method was descriptive - survey because of the efforts of this study, the relationship between the independent and dependent variables is that it examines the factors that affect performance and show that, Including leadership, policy, strategy, personnel, resources, processes, customers, employees results, society results, key performance results) above is effective in improving education, province or not? Besides paying attention to their implementation and improve the quality of education in the province of performance It is also the researcher to determine the effect of independent variables on the dependent variables and were not involved in dealing with the status quo is simply to measure The aim of this study was to measure the correlation between test was used to compare mean values, and hence engage the questionnaire for all managers and officers of Education is.

Jamhamary and how to introduce sampling:

Since this study has attempted to investigate the possibility of implementing the Business Excellence Model Europe Foundation for Quality Management (EFQM) in education and training organizations and pay attention to the possibility of the most important pre-requisite for Assessing the implementation of the Business Excellence Model (EFQM) model based on these factors is, therefore, desired Jamhamary contains 22 areas of education administrators province, general manager, coaches and experts working in the department is engaged in 2008 years were used The amount is based on 1,100 Jamhamary due to large and unpredictable availability, sampling is taking over distribution units in the province of Education through stratified random sampling to select a sample taken Indeed, the first stage random sampling of departments, offices, centers of education in the province do. The form of all top managers, middle, supervisors and officers and employees of all the departments of education in the province are currently employed in the sample is taken

The size of this group has been collected form 345. Sampling is performed as follows:

$$In = \frac{2t_c s}{\sqrt{n}} \quad Im = 2k^{-1} \bar{x}$$

if $n = 1100 \quad k = 0/05 \quad \alpha = \%5$

$$t(v, \alpha) = t(1100/0/05) \quad n = 350$$

$$In = \frac{2t_c s}{\sqrt{n}} = \frac{2 \times 1/96 \times 12}{\sqrt{1100}} = \% 28 \quad \% 28 < 0/25$$

Validity of data collection tools:

Credit to argue whether the instrument has been selected to form the same question if another researcher doing research in a similar environment to achieve similar results. Validity deals with the issue of whether it is related to methods and approaches to the problems explored in the study?

Measure the degree of validity of the present study fulfills. Reliability and validity is a necessary condition for the validity of the instrument can not be valid unless validity (Kazemi, 1999, p 222.) In this study, Cronbach's alpha coefficient was used to assess reliability, Cronbach's alpha coefficient for the scale of 9879/0 which is indicative of high precision measuring tools. Using SPSS Processor alpha value as described

s	Statistic	Mean	Variance	Stdder	of
	SCALE	80/008	476/13	21/82	0

Nofcases=350

Alpha=0/9879

Data characteristics:

Given that this study is considering the feasibility of implementing the Business Excellence Model (EFQM) is a province in education organizations. Therefore, a survey has as a response to the questionnaire, the feasibility of the implementation organizational excellence in management education will be examined. questionnaire about the criteria and sub-criteria with respect to the Business Excellence Model (EFQM) were designed.

Zyrmyarhay criteria model EFQM):

Leadership:

Transcendent Leaders of establishing clear goals, values and quality corporate purposes and to provide the necessary structure to ensure. Develop and clarify their vision and strategy of the organization and its emphasis on participation and action.

In fact, as the driving force and guiding leadership of the organization is on the path to excellence Approach and their performance is thus influence their fate. Managers transcendent in terms of organizational change and organizational purposes are consistent.

Method of data analysis:

Desired method of cross - sectional is. Therefore the most common questions and the most common technique used in this method. Like many other research methods should be analyzed by the method specified. Data will be analyzed from two perspectives:

- 1- The quality and content perspective and a little other words, the theoretical analysis
- 2- 2 - a little perspective and some other words, technical analysis
- 3- Quantitative point of view looks like that all the data will be analyzed by it. Method of procedure is to take place at the median, standard deviation, and other distributional indexes are calculated.

Then, by virtue of inferential statistics and hypothesis testing proportions and means are analyzed. According to four research questions in this study is derived from the questionnaire

The data were analyzed with descriptive and analytical consideration of research methods, frequency tables, and indexes of central distribution (...Mean, median) for the results of the test statistic Tyastvdnt average for statistical analysis and inferential statistics are used in the Questionnaire as a tool for assessment and collection is presented based on questions derived from the research questions and concepts that have been established The relative importance of each of these questions, the questionnaire is different with SAI. Questions presented in the questionnaire is 30 questions regarding the implications of the research questions, a questionnaire has been prepared It's so descriptive and analytic survey methods in order to obtain basic data for the frequency table and index of dispersion (mean) will be used The degrees of freedom for any questions regarding methods of Cronbach's alpha level of the test statistics and Tyastvdnt and got the final analysis to analyze the perceptions described.

After Tyastvdnt statistics calculated by comparing the mean results for each comparison test hypotheses by comparing them to prioritize the action After determining hypotheses by comparing the mean of questions were the most important factors to be determined. Thus, without doing any additional testing mean any of the questions were from large to small in the table above will mean for the second research question, factor analysis was used to test

$$X^2 = \frac{[n-2p+5] \log |R|}{6}$$

6

After collecting the questionnaires and data collected will be analyzed using SPSS software. Astvndt and test hypotheses using t-test results in relation to the four research questions can be found that the basis of performance excellence model is possible or not.

After each question the formal analysis of the Business Excellence Model (EFQM) and the research questions were formed to investigate the bias and the lack of a single question about the displacement of the questionnaire was Nsnjndaqdam. The analysis of each of the questions on fit test was carried out of the question.

Analysis of Research Question 1:

1 - Current state education agencies province in terms of features, the Business Excellence Model (EFQM) How so? The survey questions categorized in relation to the components of the Business Excellence Model (EFQM) arose that were presented as follows.

Table 1-2-4 component classification model based on questions

No	questions	no component
1	led	1-7-9-13-19-23-28
2	Staff results	3-8-15-18-20-25-26
3	Policy and Customer Results	2-10-11-14-29
4	Msharkthav community	5-17-22-30
5	Process	4-6-12-16

Tables related to the above components are offered separately. Provide tables that indicate which of the following components of the data obtained have been more important.

Table 2.2.4 Components of Leadership

No	question	Description	mean	variance
1	1	To what extent senior managers in developing and providing education and training goals are involved in the move from forward and implement the correct?	2.28	1.014
2	7	To what degree Master of Education in developing and implementing programs to monitor and participate in organizational structure are divided into?	3.08	1.18
3	13	To what extent senior managers of the organization's values, according to Providing support for the organizations to deploy it?	2.62	0.89
4	19	To what extent senior managers in the private and public efforts to stress the unwillingness to acknowledge and reward employees?	2.74	0.84
5	23	To what extent senior managers to solve problems that are associated with other institutions and organizations?	3.14	0.91
6	28	To what extent senior managers of the organization's activities in order to meet with clients and stakeholders to consider the importance of solving their problems?	2.15	0.56

Average dimensions of leadership which consists of 6 questions are numbered in the table equal to the same

number, 2/66 shows that this reflects the fact that the staff and directors of education to the importance of the essential role of effective excellence model (EFQM).

Table 3-2-4 component of policy and strategy, and customer results.

no	question	Description	mean	variance
1	3	To what extent the current state of education in individual and team skills of employees in the organization utilize?	2.90	0.81
2	8	To what extent desired values of workers and patients are supported by existing policies?	2.33	0.93
3	15	To what extent organizational values and needs of the hiring process consistent?	2.88	0.68
4	18	To what extent senior managers had knowledge of job satisfaction and are working to improve it?	2.75	0.48
5	20	To what extent employees are familiar with its scope and goals based on their work?	2.02	1.05
6	25	Extent of employee participation in the organization's competencies and increase their confidence is strengthened?	1.84	0.75
7	26	What level of education in the training of personnel issues such as employee absenteeism rate is given to encourage and appreciate them?	3.42	0.83

The average obtained from the table of the 66/2 is larger than the model parameters and the results of staff Organizational Excellence, the average equal to 58/2 can therefore be concluded that the implementation of the Business Excellence Model to employees of particular importance in order to run a successful model can be.

Table 5.2.4 Participation of components and resources

no	question	Description	mean	variance
1	5	To what extent the education agency to ensure optimum service delivery to beneficiaries is based on the monitoring necessary to do Ndardhay?	2.39	0.752
2	17	To what extent the education agency response to the problems and needs of stakeholders in the system is applicable?	2.35	1
3	22	To what extent administrative activities of water (to support, administrative, financial and process improvements are in order?	3.02	0.737
4	30	How much to change the laws relating to information circulars and update stakeholders on appropriate methods are applicable?	2.10	0.536

Equal to the average of 78/2 which is greater than table numbers so much preparedness resources are getting quality. And this is possible with the participation of resource allocation.

Table 6.2.4 Components of the Process

no	question	Description	mean	variance
1	4	To what extent will focus on providing services to stakeholders of education?	2.40	0.615
2	6	To what extent the education agency to determine clients' satisfaction towards services provided by regular surveys are used?	3.29	0.799
3	12	To what extent the level of education of an ongoing survey to improve the use of the act?	2.9	0.931
4	16	Community funds granted to the extent of education success In order to ensure that the specified goals?	3.11	1.04

Average Total questions about the Business Excellence Model (EFQM) 2/91 and the component 2/66, so we can conclude the process excellence model is of particular importance. The best way to detect measurement statistical above question of T student can use the best practices for measuring and testing the hypothesized relationships in the questionnaire are based on and with reference to the methods of the present statistical software spss for acceleration work as well as the table is calculated as follows.

N	mean	Std.deviation	Std.errormean
10500	206660	094824	000925

فر ضبيه ها	t	df	s	Mean difference	95%Confidenceinterval .fthedinece	
	198.	10	0		lower	Veper
	288	499	00		2.6488	2.6851

Accordingly, in relation to the first question is to investigate the significant 0005/0 value for the test 198/288 was calculated according to the sample size table, the critical value critical value 291/3 is so because $3/291 < 198 / 288$ is much larger than the critical value table.

Current Status of Education province to implement the EFQM Excellence Model or the model according to the features possible. The reliability of the results obtained, it can be said that the research question First, an examination of the current state of education, province, according to the characteristics of the EFQM model to implement the model Yadh suited to the characteristics of the model learned so far to implementation and follow up its implementation in the province of Education there.

Analysis of the second research question:

2 - The fundamental factors influencing the province which are implementing EFQM Excellence Model?

With regard to the question of identifying the factors affecting the implementation of the Business Excellence Model is used to determine the clusters and grouping related variables Variables associated with each factor based on the amount of genetic variance and the total variance explained by each factor is. The factor analysis Used First should be noted that the principle factor analysis is required before running the following assumptions be observed.

- 1- kom sampling adequacy index of at least 7% and above is preferred.
- 2 - the result of Bartlett's test of sphericity should be statistically significant.
- 3 - Matrix of factor loadings for each question should be at least 3/0, preferably above it.

Kom sampling adequacy index value equal to the questionnaire, 941/0, and the meaning of the characteristics Bartlett's test of sphericity less than 0001/0 is. Therefore, based on two criteria, it can be concluded that the implementation of the results of factor analysis based on the correlation matrix of the sample would be justified Besides basic computer output shows that he Dnzmynan of the correlation matrix for the non-zero value indicates that the questionnaire is based on the data Can be extracted to determine the factors that ensure that the research tool of significant factors, saturated, three major characteristics considered

Equity

2 - the proportion of variance explained by each factor

3 - Graph rotated special value called the scree. In this study, principal components analysis Principal componet and a Varimax rotation was used In the questionnaire analysis, three factors were extracted from the results of the factor analysis showed that the first factor after rotation of 925/76 and the second factor of 289/7, and the third factor of 532/4% and a total of 743/88% of the total variance of measures . the following table loadings have questions or special value

Table 7-2-4 The first factor – Stakeholders

no	Number of Questions	Questions related to the managing stakeholders	Baramly
29	1	Education and training in how to communicate with clients through correct and timely response to them the attention does?	0.818
10	2	Up the extent of the resource (information), financial, material, human interests and goals are?	0.777
26	3	Efforts to improve and expand how employees are recognized for the success of the organization and this will be value?	0755
4	4	To what extent does the organization provide services to beneficiaries should be given up?	0.754
21	5	To what extent employees are satisfied with their administrative workload and activities?	0.750
2	6	Up to issues such as the extent of absenteeism of employees, their training and their level of interest is encouraged and appreciated?	0.745
27	7	To what extent the values of employees and clients are supported by existing policy?	0.715
8	8	To what extent the values of employees and clients will be supported by existing policy?	0.695
17	9	Senior executives to develop and produce up to what extent the overall objective path forward and implemented correctly, it involved?	0.691
12	10	Senior executives of the extent of the value given environment will support and expand the organization?	0.690
6	11	How to set up the users are satisfied with respect to the services provided by regular surveys are used?	0.687
24	12	To what extent are the objectives of the capacity to make changes?	0.668

The first name given to the 29 highest loadings on the first factor that has destroyed other questions, call the stakeholders. Course, other factors are also important. Here are just called by a top agent named Stakeholder.

Table 8.2.4 the second factor – management

no	Questions	Questions of the second factor	Baramlyq uestion
1	18	Chief Executive Officer Job satisfaction to the extent that the reform efforts to improve it?	0.898
2	5	Up to what extent the organization to ensure quality services to beneficiaries according to the monitor to do?	0.833
3	11	Up to what extent the views and needs of stakeholders based on comprehensive and reliable method to apply to?	0.798
4	19	How much a person or a group of senior managers and encourage the efforts of those employees?	0.784
5	17	How much water in comparison to respond to the problems and needs of Zynfal system applicable there?	0.766
6	9	To what extent senior managers up to solve the problems of clients and employees interact and collaborate.	0.758
7	23	Chief Executive Officer on how to solve problems that are associated with other institutions and organizations?	0.713
8	16	How financial and resource allocations Asayy up the success of the organization in order to achieve specified goals will guarantee it?	0.699
9	7	How much money and credit granted to that organization?	0.672
10	3	Up to what extent the current state of the abilities of the individual and team level employees of the organization are.?	0.636
11	22	How much water enforcement activities (support, administrative, financial and process improvement in the development of the organization.?	0.621
12	12	To what extent the water level of ongoing surveys are used to improve the?	0.591

The second factor is the highest factor loadings to question 18 relating to the management agent was identified It is also important to note that other factors also play a role in developing questions are important, and only model Asasydr significant is important because above loadings.

Table 9.2.4 The third factor - structure

Order	Number of Questions	More Questions	Baramlyq uestion
1	30	Related information such as the extent of Regulations, Sections A and stakeholders Rvzbvdh according to proper procedures are applicable?	0.888
2	28	How much senior executives of organizations or activities in order to meet with clients and stakeholders to solve their problems they care?	0.847
3	14	To what extent employees are familiar with the overall goals of the organization?	0.758
4	20	To what extent staff with the relevant objectives and scope Khvdashnayy serve basis?	0.698
5	15	How much organizational needs, values and organizational level consistent with the hiring process?	0.650

Symbar agent named agent in question has been more than 30 of the other questions on here, it is important to note that only through the factor loading is named after the respondents answer.

Table 10-2-4 loadings questions particularly valuable

Equity	factor after rotation
1	23.078
2	2.186
3	1.36

As seen in the table, three main research questions were segregated. The questions are based on research questions and synthesis of the Business Excellence Model (EFQM) and the reliability and validity of measurement has been proposed For inquiries and selection of appropriate statistical methods for the separation of the three factors was obtained. The questions were based on three factors, the first factor can be named beneficiaries of the second factor, termed the Management Agent.

Also, in connection with which the employee has been given, it can be the greatest beneficiaries of the organization - called. Should mention that all the numbers and calculations in connection with the.

Conducted by the department of computer known as factor analysis. In this regard can be obtained from the variance and the second factor, which we have called the structure factor 28/7 is obtained in connection with the third factor, which we have named the organization structure of variance yielded 53/4, so that the.

Analysis of Research Question 3:

Model (EFQM) for education agencies, what province should be having the features and requirements?

Question 3 Brvyzhgy and requirements of the appropriate model for the organization of education province insists., Which is based on analysis of questions 1 and 2 research results, the components of this model largely with education coordination. Means that the model Business Excellence (EFQM) components of leadership, staff, the policies and strategies, resources and partnerships, processes, personnel, customer results, society results and key performance configuration of the original concept of organizational excellence model The expression characteristics of an appropriate model for the province, according to the Department of Education in the country to focus on education is

in transition.'s To run in the form of an effort to be decentralized. In the past few years with delegated some powers of the central administration offices to change the name of the saw.

The model according to the model (EFQM), which could have implications in terms of the realities in education as an effective model to use. After stating that it can be appropriate to run the model adequately educated according to the heads of jurisdiction and the resources used and the objectives of macro and micro-enterprises you need to consider be Vyzhyhadr organization must implement the appropriate model to be expressed in such a way that all current and future state of the organization is.

Component model is considered the leader in management education, we are The idea is to use the model of leadership is not power, but the aim is to influence people to run things.

While this point we face in education is the use of legal powers. The mother expressed the appropriate model should consider the fact that each component of the model we follow certain that we have the right model with the education to take into consideration object.

Analysis of Research Question 4:

Bed preparation and structural changes in the direction and implementation of the model (EFQM) How and in what steps must be implemented in the province education institutions?

In connection with the preparation of the form should also be considered to be all inclusive model. Given a point in the organization structure of the Department of Education and abilities of employees, resources, and organizational goals and requirements it is Due to the quality of the human is always one of our concerns. Accordingly ready to implement any model or plan to do a series of operations that can be successful in that field. In this regard, beginning with the results of the current study is the first to implement the model considers the provincial education Consequently, the second question that was relevant factors and three factors were taken into account.

The third question is what should be the appropriate model with the characteristics and requirements of environmental and social conditions of the society is considered .This question also be used to run any clues as to the causes and effects of additional measures Thus, it is possible preparation according to the concepts of highest and closest analogies to run must first be found and then the changes in the organization embarked on Mva and resistance changing with the least resistance to forward facing , we must be able to justify action to minimize resistance .

Summary of Findings for Research Question 1:

In this context , with regard to the number of responses given to the questions, and select the t-student test to analyze relevant data collected and the various stages of the value of t obtained with regard to the degree of freedom 1, ie 1 =with the value obtained from the table it can be deduced that the $29/3 < 99/288$, thus implementing the EFQM Excellence Model in the province of education is approved .

customers, community partnerships and resources and processes are classified . component parts in this process , having a mean of 91/2 having the highest share of policy and strategy 44/2 minimum contribution and importance in the model. data relevant ones. , one can conclude that most of the population in the process of education is the most important lever to execute model (EFQM) has the education agency .

After the procedure , component sharing resources and stakeholders with an average of 71/2 is located. Then cited two factors led with an average of 66/2 located in the following are components of the staff and community . On the order of the components of the policy and strategy, with an average of 44/2 is located. In relation to the first question, the present state of research and education organizations in the province in terms of properties of the Business Excellence Model (EFQM) How so?whether there is a possibility of model whether it can be said that this is possible given the size T of the critical value in the table for the implementation of the model (EFQM) is appropriate given the current situation .

2 - Summary of Findings for Research Question 2:

Analysis of the data associated with the two main factors influencing the implementation of research excellence model (EFQM) which are in the province ? With regard to the question analysis Statistical analysis was performed using a very great extent in the factors were obtained by running the model .each question should be a factor of 3 / 0 is not less than the amount of the note indicates that the index was above the 941 / 0 level of significance test is less than 0.0001 is.

The calculation of the factor analysis of the questionnaire revealed that three basic factors identified and were classified according to the type of question formation. This means that the questions were based on a factor analysis

was conducted in three categories, respectively managerial factors1- LED 2 - 3 strategic structural factors - cultural factors, according to the research staff of the fundamental factors affecting the implementation of the Business Excellence Model (EFQM) in the province which are the three factors identified above and in relation to each of these factors Turning attention to questions of equity and different loadings on the first factor, which we call operating stakeholders in the review of all Question factor loadings to the 078 / twenty-three with average 33/77 Now, according to obtained the babes in our study we used the t test Astvnt these are the questions of reliability and validity for the implementation of the Business Excellence Model (EFQM) in the province are up to the review of the questions the second factor which we call management spin inquiries 186/2 , and the out obtained the t we set this equal to 30/77 is that it also represents the amount of t obtained from t table at the rate third factor which we structure factor have named values of rotation and the average obtained from these sets of questions 77 / 77 is that it also represents a greater proportion of the table is In general it can be said in its place are three categories of factors Makh questions are valid and thus the underlying factors identified in this study were obtained In other words, this is the second question of this research was approved. According to the obtained data, it is important The Business Excellence Model (EFQM) is an important factor influencing the administration - led by the main framework of deformable important and irreplaceable role implementations .

The first model is the central role of responsible leadership. So we can conclude that the main factor in determining an organization's management system of education can Lorestan province in line with the implementation and execution of the Business Excellence Model (EFQM) they contribute Surely management insights and innovative approach to design and quality systems can move forward and the thruster is flourishing every day .In this regard, according to the Business Excellence Model can be said that there are supplements that aid in leadership roles are The model is referred to as an enabler of the results of our inquiries are also two important factors that affect stakeholders and structural factors. In this respect, it represents a model or drawing attention to factors such as our results. In fact all the above mentioned model has 4 main pillars Leadership, people, policy and strategy, partnerships Vnab the elements of a specified process has several results Grdndkh form model ((EFQM makes our obtained factors such as each of the according to specified process towards a single goal, but the results are different.

Summary of Findings for Research Question 3:

In relation to the third research question of the appropriate Model (EFQM) for the education of the province should be having the features and requirements? Be Stating that according to the previous two questions, and the results obtained from the model fit with the structure of education of the province should be features circumstances Environmental characteristics of the human, social and moral conditions of the province so as to be consistent with results obtained by a suitable qualified means that the structure of our education governance structure means that the direct role.

But if they are in the administration and management of the above mentioned models offer the best in the province's water must be changes in the structure of the Department of Education. This means that education in the provinces and centrally run separately from the standard administration of the Ministry of Education in their oversight role and All relevant matters are delegated to the directors of the most effective and important strides in recent years in this field has been removed Office of Education as provincial organizations have changed the name and role of the organization and somehow run the separate. But in practice the commands issued from the center of a precedent that So we can gather that this organization has become just as much of a name for this is The implementation of quality systems in the province is faced with many problems.

- 1- mentioned models should be consistent with the cultural
- 2 - These models should be such that we consider all environmental conditions.

Of course there should be a point of Lost did and that model ((EFQM at the beginning of the creation, only to run on industrial organization established but little attention to the functionality of the model was very high place in other other community organizations will also be opened and slowly made its wayBased on this model as a model of quality in education has also been used .

In our country several years to set up offices in the organization and methods of education to implement a model of excellence (EFQM) qualitative of models (hrnhl) hasOn the same basis can be a model for Quality Education Excellence Model (EFQM) Excellence Model provides a greater understanding of the subject ((EFQM for drawing reminds us once again. Had given model ((EFQM should bear in mind that the model for industrial organization, and

social and human approach to model the characteristics of the organization such as: education was carefully considered.

On this basis, the appropriate model for the Education should be a model for the proper implementation of a series of compelling features and step by step model for education is more organized Excellence Thus we can say that the education of the administrative system of centralized, top-down bureaucratic hierarchy management isThe management of the organization is headed in the same direction, leadership (management) must be such that a key role is the connection between the various componentsAs in all matters related to the education of students and the education they are flourish so involved staff, including administrative, educational, faculty, and administrative should be sombrousIn this regard, management must make efforts to satisfy both employees' job security, welfare, and provide to be trying to growth and prosperity of The role of management is unmatched staff Vkhtyr important here given that the situation in our country is very differentThe informal organization of departments and institutions including education occurs very quickly, so management should make every effort to align to the administration classes of unofficial departments the organization's goals planning accurately do willIn conjunction with the error object in this country, has focused on education and the education of our political **institutions** is However, this structure is the same in all countries, in line with government efforts to educate children, young people wanted the government to be Hamy So in general, and whether the object is a strategy that is integrated into the strategy previously adopted.

If, however, the factors that we have said so far Excellence Model (EFQM) to implement. It can be found that this model can largely be in line with the characteristics of our country. Other models such as gradually .. then turn the words above sources is that the education we provide all the resources to serve the state and its After the necessary funds and the overall state education agencies must provide So that the words have been said above is incompatible with the model that the model should be based on two things change, the more they participate in all Participation in government programs are the first letter of the contributions may be financial, or educational Or atmosphere for education. The model can therefore be given. Based on the above mentioned issues .It can be said that the characteristics of the education agency model in addition to the above can be of Lorestan native Social conditions and economic model for the management of the organization as well as the political Lorestani is selected It can be noted that the features mentioned above is in line with the fact that in any organization or institution that we want to project, and the systemic off The characteristics of the economic, social, financial, human, consider the area where you want to change, then we have We have always been high points and features two regions. Now, according to the Excellence Model (EFQM) and the description of the localization of these models can be used for education model provided on the next page:

Summary of Findings for Research Question 4 :

In connection with the preparation and structural changes Drrastay 4 research operations - building and running the model - how Vty what steps should be implemented within organizations to teach and nurture the province ?

Here it should be said that any change will require prior planning, target selection , feasibility is. After the operation we can do in terms of preparation .

So the first step of the process that is important in relation to the feasibility of the changes must go through the steps to begin a feasibility study of resources for the management of ... In this research, we are trying to sort it the feasibility in implementing the Business Excellence Model (EFQM) do We understand that project fourth research question the implementation of the Business Excellence Model - in the province and the provincial education organization exists or not.opposed to change their routines. Thus, according to the research questions that arose from within the model - have been implemented as well as the research questions posed in the questionnaire derived from the research questions and research excellence model EFQM)) have been. Can take steps to prepare for structural changes were noted.

The aims of education in our country at large Change every province according to the characteristics of the minority, environmental, social, strong Relevant regional programs to develop long-term goals of the organization is that it is not a regional property management butEvery organization should be someone familiar with the area problem.

On the other senior executives of leading organizations have the need to develop their own goals to the needs of its stakeholders Surely as the linchpin of students and staff in the next phase of special note have indeed in any enterprise that requires stakeholder satisfaction Is .

Thus, the area must first correct program and then monitor and control reasonably sensitive and precise so that we can have a small change in organizational structure have The breaking of the problems and barriers in this study more emphasis on stimulating and strengthening stakeholder organizations as agents of change is So that we can structure the changes and the conditions for the implementation of the Excellence Model (EFQM) in the province of Education to provide Stakeholders will need special attention and plentiful. Because the shape of their organization. As

mentioned in the previous .

Education agencies, organizations and offices as the methods that have been The main task field offices to review the implementation of the provincial education quality models to improve performance and improve the efficiency of the is Consequently the province of this office is trying. The main task of the Office of the feasibility study, requirements, programs for qualitative models.

xecution Excellence Model ((EFQM province-based organizations, education and infrastructure for a given structural model. Province, according to the aforementioned model has 9 main criteria and 32 sub-criteria in the following order offered. enabler of leadership - policy - and strategy - human resources - partnerships and resources.

Processes:

Criteria enabling an organization to do what it does cover. Results Customer Results - Results HR community - key results, performance criteria enabling the implementation of the results obtained. The basic organizational excellence model (EFQM) Total Quality Management (tqm), so if you run the model (EFQM) model applied in the organization of education in the province of Lorestan province that can be presented.

- 1- leadership so that the system of education based on Model (EFQM) is applied.
- 2- Head of Department of Education based on the native place of service and education to the Editor accordance with the objectives and responsibilities of the model gradually implement. to recognize its employees' performance and the ability to update their abilities to try.
- 3- always doing things to improve your employees know to update their skills to the effort.
- 4- always doing things to try and improve the situation.

Policy and Strategy

Here are the system administrator Yate in education based on Model (EFQM) is applied. 1 - based on information from their organization's performance evaluation agencies are required to prepare strategies. 2 - Always try to be objective and strategy to be updated. 3 - In order to convey and implement new strategies to try.

Human Resources (Personnel) 1 - Management and planning of human resources is done. 2 - Identify staff competencies and attributes are supported. 3 - Employees working on improving and they are encouraged to contribute. 4 - There is always discussion between the employee and the organization. 5 - Employees are rewarded for doing things, and they feel safer.

rtnerships and Resources Here's management of financial resources, staff from outside the organization, materials, equipment, buildings, ... apply.

Processes:

- 1 - responsible for monitoring the work done systematically and their quality programs.
- 2 - To create value and satisfaction and employee productivity are considered.
- 3 - Education and training services based on the needs of students is planned.
- 4 - the better the relationship between employees and customers (students and other patrons) are emphasized.

Customer results:

- 1 - Use customer surveys, employee for improvement.
- 2 -results in better communication with clients (students and other patrons, the better things are measured. HR results: State education officials and management tools Bzarhayy make such surveys, field research, interviews with stakeholders, the assessment of the administrative activities and personnel are used.

The results:

Education officials are working imaginations and desires of the community to address issues like the amount of calls, as an extractor, an entity in charge of creating equal opportunity, and consequently national impact on the local economy, the behavior of moral, humanitarian efforts, communication with authorities to gain the necessary knowledge.

Key performance results:

Authorities are trying to take advantage of the goals of the organization should be able to charge fees taken transparency The Department of Education and declare measure.

According to the theoretical model presented in Lorestan Province Education

Possible to say that the implementation of Quality Management Foundation Europe Business Excellence Model (EFQM) it can be done as above

It is hoped that some small part of the service organization's most valuable quality is the main task of nurturing and educating our future generations is taken.

Discussion and general conclusions :

Rapid and dramatic changes in today 's turbulent world every day always occurs in the meantime social organizations has always been the focus changes . Changes that are due to the presence of human beings in the womb . Caused by the affairs of consecutive everyday efforts Accordingly, humans are continually seeking to improve the quality of it is. organizational Excellence model (EFQM)One of the ways that improve the quality of it is. These models in the industry in Europe by preventing Model (TQM) in 1988 was conducted with the participation of 14 European power companies to rapidly model took place around the world .In this model Manyz Industrial Development and Renovation Organization of Iran in 1380 with the approval of the cycle in Mashd Quality . Concept of this model has been implemented and conducted in industrial organizations . , But according to the type and the model complies with other organizations Bashrayt there are also quickly replaced in the quality assessment organizations opened.

Based on the above, my thesis, particularly given the importance of EFQM quality model (EFQM) Business Excellence Model is a possibility of implementing Seiji Europe Foundation for Quality Management (EFQM) in educational institutions of the province was conducted on interpretations of the formation of the dissertation topic selection model (EFQM) are concepts that are vital and important. concepts using a logical presentation of the concepts of logic model called (RADAR). research question 4 begins, each of the questions are kind of complementary models are facing .and of course, differences in cultural , environmental , economic and expectations are very high in our country with them . , so long as we succeed in that, we run our model with local conditions , ie, if for example we provided the leadership component Bashrayt temporal and spatial model of leadership in organizations is different from ours . because the purpose of our organization is led by the same management . then we move forward , we are headed in which individuals are able to lead . thus component the staff essential to play . because each employee's progress and success is possible , we must attempt to move towards the employees and their needs , both personal and special attention must Yaadary .

Research limitations:

Limitations of the research topic can be divided into two categories. A batch can be controlled. The subject of extensive research, including the need for a comprehensive review of the implementation of the model - have been. Another category of constraints, which are outside the control of the researcher in this study were comprised of the following:

1 - The main limitations of this study, some respondents did not know enough about the system model (EFQM) and the benefits for the organization in this regard was the justification offered by the prospectus .

2 - Another problem is the unwillingness of some members of the sample was time-consuming to answer the questions .

3 - Delay in responding to questions by members of the sample.

4 - Bvrkrvasy large scale distributed systems provide organizations orient in organizations .

5 - One of the most fundamental limitations of the political nature of education is a major obstacle in creating a macro level and the changes in it.

6 - Lack of understanding with the authorities to improve the reproducibility of Education

Suggestions:

Since the main objective of this thesis is the implementation of the Feasibility of the Business Excellence Model (EFQM) in the province of education in this context that the underlying fundamental factors for the implementation of the model.

1-Factor Model Management - Leadership - structural - Strategy

2 - Cultural workers .2 - In order to make efforts to improve quality control and evaluation of the process should pay special attention .

3 - to try to establish committees to improve the organization and in a scientific manner and pursue more programs to follow the progress of these committees .

4 - Results of the Quality Improvement Organization to convey clearly and regularly publicized .

5 - to generate enough information staff inservice classes , workshops build on the broad

6 - To make qualitative changes such as excessive leverage rewarding to use .

7 - Always be supportive of quality programs that support senior managers in the organization, is one of the greatest sources of progress in the program .

8 - the creativity of employees and creating appropriate cultural context for the creation and updating of employees actively in the efforts.

9 - Always try and mutual cooperation with staff in the implementation and improvement of the organization's activities are carried out .

10 - To implement the model - the organization requires an appropriate cultural context , we must make efforts to create a more favorable environment with proper planning ie to improve the quality Msmtr culture would not be possible unless we improve .

11 - to measure stakeholder satisfaction, provide an appropriate manner .

12 - always a crowd Zynfal satisfaction with the support of various plans and programs to verify the results of compilation it was common graphs and tables .

13 - The need for staff training should be considered as the more need to be resolved for the good of the organization will .

14 - To implement the Business Excellence Model in the QC organization structure , employee surveys , collect suggestions Stakeholders , special attention .

15 - It should be noted that the organizational structure conducive to accurate information on the opinions of staff training programs to improve quality and meet the needs of the staff will be noted that theHowever, due to the characteristics of leadership - leadership - structural - Strategy - Cultural workers feasibility and implementation of the Business Excellence Model EFQM))Education in the province, there are organizations , but only indicate that the necessary conditions for the implementation of the Business Excellence Model EFQM)) is.In this regard, continuous quality improvement , the overall activity of the organization is essential that continuous pattern of managerial and

leadership - requires a new management structure and culture .

Resources:

- 1 - Rain friend, Rambod, 1384, his Abza Assessment for Excellence, Tehran, Entrepreneur magazine
- 2 - Rain friend, Rambod, 1384; Meet European Quality Award, Tehran, Entrepreneur magazine
- 3 -, Bazargan, A., Sarmad, Z., Hejazi, E., 1385, Research Methods in Behavioural Sciences, Tehran, publications inform
- 4 - Bkhard, Richard, Gvrasmyt, Marshall, Hslyn, Francis, 1380, the day translates engineer Fazlur R. Amini, Tehran, publications come
- 5 - Human Resources Empowerment Foundation of Iran, Tehran Award Human Resources, 1387, Pub awaits.
- 6 - John Amy, Auckland, 1386, inclusive excellence translates Dvymny doctor Syed Murtaza Ali architecture Laden productivity, Tehran, sacred Astaan
- 7 - Jafari, M., et al, cultural and strategic Abzraha Total Quality Management, Tehran, 1379, published by the Institute for Cultural Services Printing
- 8 - Haider, Iran, 1371, through participative management, quality control department, Tehran Mehr Publications
- 9 - Delaware, A., 1383, Research Methods in Behavioural Sciences, Tehran, Press Edit
- 10 - Razani, Abdul, 1373, TQM implementation model, Tehran, Institute for Educational Planning.
- 11 - Rezayian A., 1383, Analysis and Design of Tehran, the publisher
- 12 - Rezayian A., 1381, Management Information System (information modeling), Tehran, publishing the
- 13 - Satisfaction, A., Ghasemi, S., 1383, Excellence tools, Tehran, publications Scholars
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- 15 - The Singapore Productivity, npb achieve quality translation of Ahmad Zvalrhmy
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- 24- There, Mohammad Reza Alizadeh, Hamid Reza, 1384, organizations of Excellence, Tehran, publications HR Productivity Institute
- 25 - Group of authors, 1380 Productivity and Quality Management, Volume I, translated by translators for groups, entrepreneurs SAGE Publications
- 26 - Group of authors, 1380 Productivity and Quality Management, Volume II, translator, translators, Tehran, publications visionary entrepreneurs
- 27 - Mshtky A., 1380, Management of Organizational Behavior, Tehran, publications Cashmere
- 28 - Slash, Ghlyrza, 1384, self-assessment tools for Excellence, Tehran, publisher of New Scholars

29 - October Mohammadi, Mahmoud, 1379, in the realm of education, Tehran, Institute of Education Publications

30 - card's controls, leaf art work is organized in five models, translate and jurist Abul Hussain, a former minister (Tehran, Public Administration Training Center, First Edition, 1371)

31 - Najmi, M., Hosseini, Cirrus, 1384, Excellence Model (EFQM) Taml seen, Tehran, stable quality publication border

32 - Straw Nvs, Brett, 1377, visionary leadership, translated by Mohammad Azgoli, culture and grandeur, Tehran, publisher of Imam Hussein (AS)

33 - parent, Jenny, Alan, Derek, Andrew Burns, 1383, a comprehensive quality control of translation doctor A. tetanus, Tehran, publications management organization and planning

Questionnaire:

Dear Colleagues:

Baslam desire Divine Grace. Question you have is a tool for running the MSc thesis titled feasibility of implementing EFQM model for Europe Foundation for Quality Management (EFQM) in the province of education organizations. Since obtaining data

Thank you in advance for your cooperation
The MORADZADEH V.

A) demographic

1 - role of gender in organizational	Expert
Department of Women	Head Office
	Director
2 - Education	
Diploma	
Diploma	
Bachelor	
MA	
Years old	
Years work experience	

B) Detailed questions

no	More Questions	Very high	High	Moderate	Low	Very Low
1	To what extent senior managers in developing and providing education and training goals are involved in the move from forward and implement the correct.?					
2	To what extent are the objectives of the organization to meet the needs of stakeholders?					
3	To what extent the current state education agencies are now taking advantage of the capabilities of the individual and team level employees?					
4	To what extent will focus on providing services to stakeholders of education?					
5	To what extent the education agency to ensure optimum service delivery to beneficiaries is based on the monitoring necessary to do Ndardhay?					
6	To what extent the education agency to determine clients' satisfaction towards services provided by regular surveys are used?					
7	To what degree Master of Education in developing and implementing programs to monitor and participate in organizational structure are divided into?					
8	To what extent desired values refer workers and organizations are supported by existing policies?					
9	To what extent senior managers to solve problems in the education of clients and staff to interact and cooperate?					
10	To what extent the education agency resources (informational, financial, material, human) in line with their interests and goals for the organization use?					
11	What level of education based on the views and needs of stakeholders will implement comprehensive and reliable method?					
12	To what extent the level of education of an ongoing survey to improve the use of the act?					
13	To what extent employees are familiar with the organization's goals?					
14	To what extent organizational needs, values and organizational level consistent with the hiring process?					

no	More Questions	Very high	High	Moderate	Low	Very Low
15	o what extent organizational needs, values and organizational level consistent with the hiring process?					
16	Community funds granted to the extent of the success of education in order to ensure that the specified goals?					
17	To what extent the education agency response to the problems and needs of stakeholders in the system is applicable?					
18	To what extent senior managers aware of job satisfaction and are working to improve it?					
19	To what extent senior managers in the private and public efforts to stress the unwillingness to acknowledge and reward employees?					
20	o what extent employees are familiar with its scope and goals based on their work?					
21	To what extent employees are satisfied with their workload?					
22	To what extent administrative activities of water (to support, administrative, financial and process improvements are in order?					
23	o what extent senior managers to solve problems that are associated with other institutions and organizations?					
24	To what extent are the objectives of the organization the ability to make changes at various levels?					
25	Extent of employee participation in the organization's competencies and increase their confidence is strengthened?					
26	To what extent employees' efforts in creating and improving and expanding the organization's success, and this may appreciated in the organization and are considered as?					
27	What level of education in the training of personnel issues such as employee absenteeism rate is given to encourage and appreciate them?					
28	To what extent senior managers of the organization's activities in order to meet with clients and stakeholders to consider the importance of solving their problems?					
29	To what extent the organization to communicate with clients through the ups and timely response to their requests are considering?					
30	How much to change the laws relating to information circulars and update stakeholders on appropriate methods are applicable?					

This part of their time to complete this questionnaire thank you sincerely