

# Challenges and Threats for Public Institutions in Excellence Concepts Implementation

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## Abstract

The paper has aimed to present and discuss the fundamental concepts of EFQM (European Foundation for Quality Management) reviewed 2010 model for the particular case of public institutions. As starting point, a case study of a public Romanian organization (National Agency for Community Programmes in the Field of Education and Vocational Training - [www.anpcdefp.ro](http://www.anpcdefp.ro)) that successfully committed for excellence (C2E) in 2009 and has certified its' QMS since 5 (five) years is considered. The focus for the case study organization is to apply in the near future for the first star of recognized for excellence (R4E). Considering the excellence model review, a critical analysis and discussion is presented even if certain aspects are not officially acknowledged by EFQM board, but the public organisations are largely debating around. The fundamental concepts : achieved balanced results, adding value for customers, leading with vision, inspiration and integrity, managing by processes, succeeding through people, nurturing creativity and innovation, building partnerships, taking responsibility for a sustainable future, are discussed each of them presenting aspects to be fixed by public institutions before launching an excellence approach.

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