
COMPANY X

Business Excellence Framework

(Based on European Business Excellence Framework)

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Done by: Josh Folgado – Business Enterprise Architect

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CATEGORY 1. LEADERSHIP AND DIRECTION

The items in this category explore how leadership in our company is aligned to the principles of business excellence; how these principles are applied to create an environment of achievement and innovation and how they have become part of daily life in the company.

ITEM 1.1: STRATEGIC DIRECTION

Intent: To examine how our organisation:

- Establishes and communicates its purpose, vision and goals
- Prepares itself for sustainable success
- Determines its core business strategies
- Creates alignment to its purpose and goals

Key activities to be examined in this Item:

- a) We ensure that the needs and expectations of our key stakeholders are incorporated into our long-term strategic planning and decision-making to maximise value and benefits to them into the future.
- b) We identify and manage the major opportunities and risks in our sphere of activities that will have an influence on the organisation's overall performance.
- c) We clearly define and communicate our organisational purpose, vision and goals for success so that they are meaningful for all key stakeholders – internal and external.

ITEM 1.2: ORGANISATIONAL CULTURE

Intent: To examine how our organisation develops its culture and supports behaviours that are consistent with its values, and which encourage achievements of organisational objectives.

Key activities to be examined in this Item:

- a) We clearly define and communicate the company's values and ethical standards so that they are understood & shared by all people
- b) We ensure that our organisational values and ethics are aligned with the established principles of business excellence.
- c) We have processes to assess the behaviour and actions of all people in the company relative to our organisational values and ethics.

ITEM 1.3: LEADERSHIP THROUGHOUT THE ORGANISATION

- Intent:** To examine:
- How leadership concepts and management systems are developed and used at all levels for maximum effectiveness
 - How the management system supports the organisation's purpose, vision and goals
 - How the management system allows decisions to be made at the appropriate level.

Key activities to be examined in this Item:

- a) We ensure that our leadership and management systems are designed to achieve organisational goals, such that key relationships, roles, responsibilities and accountabilities are clearly defined with decision-making delegated to appropriate levels in the organisation.
- b) We clearly define and communicate our organisational structure so that it is understood and accepted by all people throughout the company.
- c) We ensure that our leadership and management systems are designed to be responsive to an ever-changing environment and are capable of facilitating improvement and change, as needs demand.

ITEM 1.4: ENVIRONMENTAL AND COMMUNITY CONTRIBUTION

- Intent:** To examine how the organisation contributes to the community (beyond its core business). This includes the organisation's awareness of the social and environmental implications of its decisions and actions on the communities in which it operates and beyond. How the organisation supports a clean, safe, healthy, fair and prosperous society.

Key activities to be examined in this Item:

- a) Our organisation accepts and fulfils its responsibilities to minimise the impact of its activities on the physical and natural environment.
- b) Our company plays its part as a responsible corporate citizen; beyond its core activities, by contributing resources to meet broader community needs.
- c) Our organisation shares its knowledge and experience in the broader community (beyond its core activities) as a means to enhance the quality of life on a broader scale.

CATEGORY 2. STRATEGIC AND OPERATIONAL PLANNING

The three items in this category explore the way the organisation develops detailed strategies and plans for all its activities, and how it deploys them throughout the organisation.

ITEM 2.1: UNDERSTANDING THE BUSINESS ENVIRONMENT

Intent: To examine how the company:

- Identifies and quantifies the critical factors that influence its sphere of operation
- Develops key strategies to accommodate these factors

Key activities to be examined in this Item:

- a) We identify the major political, economic, social, technological and environmental influences operating in our sphere of activities and forecast the impact they will have on our performance – in the short, medium and longer terms.
- b) We identify and evaluate the core competencies that the company possesses and forecast those that will be required to achieve our goals into the future.
- c) We identify the important strategic alliances and partnerships that the company should form to fulfil its purpose into the future.

ITEM 2.2: THE PLANNING PROCESS

Intent: To examine the processes the company uses to turn strategic decisions and imperatives into actionable plans.

Key activities to be examined in this Item:

- a) We have a planning cycle that is managed as a process with clear time-lines and responsibilities
- b) We ensure that all strategies and plans are aligned to the company's purpose and values, and are integrated throughout the organisation
- c) The company's strategies and plans are developed, presented and communicated in ways so that they serve as a useful tool for decision-making and performance monitoring by all people who use them.

ITEM 2.3: DEVELOPMENT AND APPLICATION OF RESOURCES

Intent: To examine how the company builds, develops and applies its resources and assets to achieve its goals and increase its future value. (This includes those assets not traditionally shown on an accounting balance sheet such as intellectual property, copyrights and image capital.)

Key activities to be examined in this Item:

- a) The company has systems and processes that identify, value, maintain and protect its major physical resources and assets.
- b) The company has systems and processes that identify, value, maintain and protect its major intellectual properties - eg. Databases, copyrights, registered designs and patents
- c) The company has systems and processes that identify, value, maintain and protect its image capital – e.g. Corporate logos, trademarks, reputation and goodwill.

CATEGORY 3. INFORMATION AND ANALYSIS

The three items in this category explore how the organisation obtains and uses data, information and knowledge to support decision-making at all levels of the organisation.

ITEM 3.1 COLLECTION AND INTERPRETATION OF DATA AND INFORMATION

Intent: To examine how the company determines what data should be collected as well as how data is handled, stored, analysed and interpreted to create information which enhances knowledge of its operating environment (internally and externally) and how it performs within this.

Key activities to be examined in this Item:

- a) The data and information systems used by the company have been designed to support the achievement of the organisation's purpose and goals.
- b) The data and information gathered by the company is accurate, reliable and timely.
- c) We employ valid methods to analyse and interpret data to build information and develop useful knowledge about the activities of the company. (This includes techniques to analyse levels, trends and variation).

ITEM 3.2 INTEGRATION AND USE OF KNOWLEDGE FOR DECISION-MAKING

Intent: To examine how the organisation integrates a variety of information from various sources to create knowledge, which is used to support decision-making in pursuit of the organisations objectives.

Key activities to be examined in this Item:

- a) We have reporting systems that provides relevant data, information and knowledge to people throughout the company, to allow them to monitor performance and make operational decisions in their area of responsibility.
- b) All people at various levels in the company have the appropriate skills of analysis and interpretation to make decisions about their area of responsibility. (This includes their ability to analyse levels, trends and the impact of variation).
- c) All people required to make decisions throughout the company have the ability to deal with uncertainty and risk in their decision-making, recognising that some data and information may be may be untested or unavailable.

ITEM 3.3 CREATION AND MANAGEMENT OF KNOWLEDGE

Intent: To examine the processes used to consolidate and share knowledge across the organisation to ensure the company's sustainability and to stimulate innovative thinking.

Key activities to be examined in this Item:

- a) The company identifies a diverse range of existing and potential knowledge sources. These are both internal and external to the organisation
- b) The company has organisational learning processes for generating and building knowledge through the development of theories, concepts and plans to meet its goals, putting these into application, then reviewing and reflecting on the results and consequences.
- c) The company has processes for capturing, building and sharing its collective knowledge with all people across the organisation. This operates through technical processes (IT) as well as through human contact (face-to-face).

CATEGORY 4. STAFF

The three items in this category explore the ways in which all people in the organisation are encouraged and enabled to make a personally satisfying contribution to the achievement of the organisation's goals.

'Staff' in this context means all people directly employed by the company – permanent, contracted and casual.

ITEM 4.1: INVOLVEMENT AND COMMITMENT OF STAFF

Intent: To examine how all people are encouraged and enabled:
- To contribute to the achievement of organisational goals
- To continually improve the organisation

Key activities to be examined in this Item:

- a) We ensure that each person has the opportunity to understand the company's purpose and values and their personal role in helping to achieve its goals.
- b) We provide opportunities that enable all people to be appropriately involved in planning for the company's future, as well as contributing to continually improving our activities – within their own role, within their immediate work group and across the organisation.
- c) We have two-way communication processes to ensure that relevant information; viewpoints and concerns are exchanged and responded to - up, down and across the organisation.

ITEM 4.2: EFFECTIVENESS AND DEVELOPMENT OF STAFF

Intent: To examine how the organisation maximises its effectiveness through the contribution of its people.

Key activities to be examined in this Item:

- a) We have a performance management (staff appraisal) system that evaluates and recognises individual achievements and team achievements.
- b) We ensure that each person regularly receives feedback on their own performance and can discuss this relative to their own role and the role of others in the company.
- c) We provide personal improvement and development opportunities for all people to enable them:
 - To perform their current roles more effectively
 - To meet the future needs of the company
 - To identify and realise their own future potential

ITEM 4.3: HEALTH, SAFETY AND WELL-BEING OF STAFF

Intent: To examine how the organisation maximises the potential of all people by:
- Ensuring a healthy and safe working environment
- Providing for their well-being and personal needs

Key activities to be examined in this Item:

- a) We develop and maintain safe and healthy work places for all of people across all activities conducted by the company.
- b) The company provides working environments, support services and facilities that enhance the personal well being of all people within the organisation, having regard for their life outside of work.
- c) The company has policies and practices that recognise the value of diversity, provides for equal opportunity for all people and prevents personal harassment and discrimination.

CATEGORY 5. CUSTOMERS AND STAKEHOLDERS

The three items in this category explore the ways in which the organisation analyses the current and future needs/expectations of its customers - and how it reflects these in its current activities and planning for the future.

ITEM 5.1 KNOWLEDGE OF CUSTOMERS

Intent: To examine how the company ensures an ongoing understanding of the needs and expectations of present and future customers for the products and services we provide.

Key activities to be examined in this Item:

- a) We have processes for collecting, analysing and forecasting the current and future needs/expectations of the company's target groups, by customer segments – short and long term.
- b) Customer's needs/expectations are identified and appear in the company's strategies and business plans.
- c) Appropriate information regarding customer's needs/expectations is communicated to all people throughout the company.

ITEM 5.2 CUSTOMER RELATIONSHIP MANAGEMENT

- Intent:** To examine how the company manages its relationships with our customers with respect to:
- The value we creates for them
 - The ease of them 'doing business' with us
 - How we gather feedback from them and respond to their individual requests
 - How we use this information to improve

Key activities to be examined in this Item:

- a) We have service standards (value propositions) for our products and services that aim to provide optimum value to our customers. That is, our mix of the maximum benefit for the lowest cost.
- b) Our direct customer-contact people have clear processes, guidelines and authorities for dealing with requests/concerns and are trained in their application. This includes 'complaint resolution'.
- c) The demand for and the accessibility of our programs and services by our customers are monitored and managed.

ITEM 5.3 CUSTOMERS PERCEPTION OF VALUE

- Intent:** To examine how the company measures and evaluates the overall 'perceptions of value' of its various customer groupings, and how it uses this information for improvement against the company's goals.

Key activities to be examined in this Item:

- a) We have established direct (and indirect) measures of 'perception of value' for various customer groupings, which we use to collect feedback and monitor our performance.
- b) Relevant information about our customers 'perception of value' is analysed and communicated to all people throughout the company.
- c) We use this information to identify gaps between our current level of performance and our agreed standards, as the basis for driving improvement in all activities of the company.

CATEGORY 6. PRODUCTS, SERVICES AND PROCESS MANAGEMENT

The four items in this category explore the processes the organisation uses to provide quality products and services to its customers and how it goes about improving these processes, products and services.

ITEM 6.1: INNOVATION PROCESSES

Intent: To examine the processes that the organisation uses to acquire, evaluate and implement creative ideas to accelerate organisational performance.

Key activities to be examined in this Item:

- a) The company is effective in encouraging, capturing and assessing creative ideas and new approaches (from both internal and external sources) for the products and services we provide and the processes we use to deliver them.
- b) We ensure that our customer's needs/expectations, both present and future, are considered as part of the generation and assessment of creative ideas and new approaches.
- c) We are effective in converting creative ideas and new approaches into tangible outcomes.

ITEM 6.2: SUPPLIER, CONTRACTOR AND PARTNER RELATIONSHIPS

Intent: To examine how the organisation manages its relationships with its key suppliers, contractors and partners in support of achieving organisational goals and objectives.

Key activities to be examined in this Item:

- a) The company selects its key suppliers, contractors and delivery partners using clearly defined criteria, which includes their ability to contribute to sustainable relationships with our organisation.
- b) We assess the performance of our key suppliers, contractors and delivery partners in terms of the products and services they provide, as well as the relationship we have developed with them.
- c) We work with our key suppliers, contractors and delivery partners to maximise their contribution to the value we provide to our customers – in terms of benefits and costs.

ITEM 6.3: MANAGEMENT AND IMPROVEMENT OF PROCESSES

Intent: To examine how the organisation manages and improves processes for operational effectiveness and efficiency. This includes both 'core delivery processes' that provide products and services to customers and 'major support/administrative processes' that operate across the company.

Key activities to be examined in this Item:

- a) We have identified the key processes (both core delivery processes and major support/administrative processes) that define the important activities through which the company fulfils its purpose.
- b) We have a well-defined and systematic approach to the way in which we manage and improve the processes operating throughout the company, which includes appropriate standardisation of processes/procedures to ensure reliability in our performance.
- c) We use Process Benchmarking as a technique to accelerate the rate of improvement in the effectiveness and efficiency of our core delivery and major support/administrative processes.

ITEM 6.4: QUALITY OF PRODUCTS AND SERVICES

Intent: To examine how the organisation uses internal quality indicators to monitor the performance of its products and services against customer and stockholder expectations, mandatory standards and competitive offerings.

Key activities to be examined in this Item:

- a) We have developed internal standards of performance and performance criteria for our key processes so as to ensure that we have the necessary capabilities to deliver targeted outcomes for our customers & stakeholders.
- b) We have established the important 'lead and lag' performance indicators for each key process operating throughout the company, and we use these to monitor, control, report and improve our performance.
- c) We use Competitive Benchmarking as a technique to compare the performance of the programs and services we provide against competitive offerings and/or world-class performers.

CATEGORY 7. RMIT PERFORMANCE OUTCOMES

The two items in this category explore how the organisation measures and reports its overall achievements relative to its purpose and goals, and how it uses appropriate measures to envision its success into the future.

ITEM 7.1: INDICATORS OF ORGANISATIONAL SUCCESS

Intent: To examine how the company measures, evaluates and reports its past achievements using a set of broad indicators of success.

Key activities to be examined in this Item:

- a) The company has developed a balanced set of performance descriptors and indicators that reflect the needs and expectations of the organisations key stakeholders.
- b) The company's progress against these performance descriptors and indicators is evaluated, analysed and reported on a periodic basis.
- c) The company uses this information to Benchmark its performance with that of other relevant organisations.

ITEM 7.2: INDICATORS OF ORGANISATIONAL SUSTAINABILITY

Intent: To examine how the company uses a set of measures and other information to predict the sustainability of its success into the future. These measure are directed at providing data and information in the areas of:

- The future relevance of the products and services provided
- The future relevance of the organisations purpose and role
- The organisations ability to maintain and grow its 'core competencies and capabilities'

Key activities to be examined in this Item:

- a) The company has defined the major 'lead indicators' that are predictors its longer term performance and point to its future sustainability.
- b) These major 'lead indicators' are analysed and used as input when setting the strategic direction and developing long-term plans for the company.
- c) The company is constantly monitoring its performance to identify indicators of unintended consequences to its activities that may have significant bearing on its future sustainability.