



SAI GLOBAL

**BETTER BUSINESS
CONFERENCE &
AWARDS 2009**

'Over 20 years of Recognising Excellence'

**3rd & 4th June 2009
Rydges South Bank, Brisbane**

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INTRODUCTION

The Australian Business Excellence Awards (the Awards) have grown out of the rich history of the Australian Quality Awards, founded in 1988. The Awards' mission is to promote, nurture, recognise and celebrate organisational excellence in all its forms.

Organisational excellence is rigorously judged against the criteria set out in the Business Excellence Framework, an integrated leadership and management system recognised globally.

SAI Global is committed to generating the highest profile for the Awards and driving organisational excellence in Australian organisations by recognising and celebrating organisational best practice.

The Awards have the most rigorous evaluation process in Australia. The combination of the expertise of the Evaluators and associated criteria ensure that Award winners are truly excellent organisations.

WHY ENTER?

- Recent research indicates that public listed award winners of the Australian Business Excellence Awards out perform the *All Ordinaries* benchmark by more than 3 to 1
- To facilitate a continuous business improvement culture throughout your organisation
- To secure a detailed feedback report on your organisation, identifying strengths and opportunities for improvement
- To gain recognition for your organisation's achievements and provide an opportunity for your people to be involved in showcasing your organisation's excellent practices
- To celebrate your organisation's success
- To differentiate your organisation and provide a competitive edge through use of the prestigious Australian Business Excellence Awards Mark
- To gain international recognition through the Global Excellence Model (GEM) Council
- To join a prestigious group of past winners

WHO CAN APPLY?

The Awards process is open to:

- Companies incorporated in Australasia and/or physically operating in Australasia – this includes subsidiaries and divisions of multi-national organisations
- Commonwealth and State Government Departments, Agencies and Instrumentalities and Local Government Bodies
- Not-for-profit and community organisations

ENTRY LEVELS

There are 2 levels of entry

Applicants can apply at:

Award level the evaluation is against all Categories and Items in the Criteria.
Category level the evaluation is against a nominated Category and its Items.
(Applicants may apply in up to three (3) Categories).

SCHEDULE OF DATES

Applications Close (<i>Awards and Category Levels</i>)	30 January 2009
Evaluator Training	Early February 2009
Initial Meeting and Individual Evaluations	February 2009
Site Visits	March / April 2009
Panel of Review	3 May 2009
Presentation Event	3 June 2009
Feedback Reports Issued	3 June 2009

EVALUATION

The process used for evaluation is considered best practice by other Excellence Awards administrators around the world. As well as pre-requisite qualifications in business excellence, the panel of Evaluators undertake annual comprehensive training on business excellence and organisational best practice.

ASSESSMENT AND SCORING METHODOLOGY

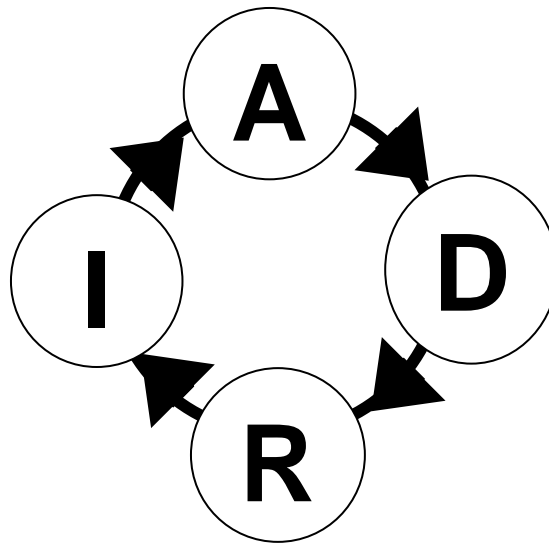
Applicant organisations are assessed using the ADRI assessment methodology over four (4) dimensions. Each dimension is scored using the Scoring Matrix.

Approach identifies the organisation's intent for an Item or Principle, the thinking and planning it undertakes to design the strategies, processes and infrastructure to achieve the intent.

Deployment identifies the activities actually implemented.

Results demonstrate how measures or achievement associated with the Approach are monitored.

Improvement shows the systematic process of implementing ongoing improvement.



More information about the Assessment and Scoring Methodology is detailed in Appendix 2.

RECOGNITION

Applicants will be recognised in the following sectors:

- Private
- Public
- Not for Profit

At each level of recognition (except the Excellence Medal), there may be more than one recipient. Levels of recognition are awarded based on the recommendation of the Evaluation Team and the decision of the Panel of Review. The score is only one of the criteria for this final decision. Other considerations include the extent of the applicant's adherence to the 8 principles of business excellence, suitability of benchmarking by other organisations and whether improvement is uniform across the whole Framework and applicant organisation.

Foundation in Business Excellence

Recipients of this commendation will be organisations that demonstrate Approach and initial Deployment and show some evidence of improvement. This is an encouragement award.

Bronze Award

Bronze Award recipients will demonstrate Approach and Deployment that are well defined, planned, subject to review and show evidence of improvement over time. Results will compare favourably with external organisations. Approaches have been in place long enough to show results in key areas and the organisation is learning and willing to share its learnings. Typical evaluation scores range from 501 – 600.

Silver Award

Organisations at this level should be able to demonstrate not only performance against the Framework at Bronze level, but also a philosophy of management that reflects the principles that underpin it and other Frameworks around the globe. Better practice culture will have been in place long enough to sustain continuing improvement and be robust in the face of major change. Typical evaluation scores range from 601 – 650.

Gold Award

Organisations at this level should meet Silver recognition plus be able to demonstrate superior performance in at least 5 of the Categories in the Framework and also have scored at least 50% in each Item. The organisation is clearly demonstrating better practice and its activities will be benchmarks for others. Typical evaluation scores exceed 650.

Excellence Medal

The Excellence Medal will be awarded to the highest scoring applicant organisation (above 600 points). There will be a maximum of one Excellence Medal awarded each year.

Category Awards

Organisations receiving Category Awards will have achieved the highest evaluation score for that Category, above the benchmark set for a given year. The benchmark is determined by the Panel of Review and is linked to levels of performance near to that found in organisations achieving Bronze Award recognition. There will be only one organisation recognised in each Category.

Organisations applying at the Category level will be asked to demonstrate:

1. The organisation's Approach to the nominated Category Items, in the Framework.
2. The breadth and depth of the Deployment of this Approach.
3. Results flowing from the Approach and its Deployment
4. Improvement or review of the Approach to the Items in the nominated Category

APPLICATION

The application is made up of 3 sections:

Organisational Details (Required for ALL Entry Levels)

- Basic information about your organisation, such as contact details, industry and sector.
- Can be completed using downloaded word document and emailed to awards@saiglobal.com

Organisational Summary

- Intended to provide a broad picture of your organisation
- Asks you to include the following:
 1. A description of your organisation's strategy for sustained business improvement.
 2. A summary of significant achievements resulting from your plans and actions
 3. A description of your organisation's business environment and a summary of major issues in your organisation and industry and how these are being addressed.

The Organisational Summary is limited to *maximum* of 3 pages plus an organisational chart.

Organisational response to the criteria

- Outlining your approach, deployment, results and improvement
- List of the documents you would supply as evidence
NOTE: Applicants are asked to supply only the names of the supporting documents. The Evaluators will request these documents during the Evaluation if required.
- Limited to a *maximum* of 15 pages
- Category applications limited to maximum of 6 pages

Format

Use the following format:

- Minimum 10-point type size
- A standard legible type-face (eg Arial).
- Typographical devices, such as italics, may be used for emphasis but should be kept to a minimum
- Each page must be clearly numbered
- Where acronyms or abbreviations must be used to describe the organisation's activities accurately, they should be defined clearly when first used. Do not use such terms in place of a description of the activity in the belief that the Evaluators will (or should) understand what is meant.

Use the following statements as a guide to what should be included:

Approach - Thinking and planning

Describe what you are trying to achieve (eg organisational goals and objectives) for the Category and the strategies, structures and processes that have been developed.

Deployment - Implementing and doing

Describe how those strategies, structures and processes have been put into practice and to what extent they have been implemented across the organisation.

Results - Monitoring and evaluating

Describe trends in the results for this Category and how they flow from the Approach and its Deployment. Describe how you communicate, interpret and use these results.

Improvement - Learning and adapting

Describe the process to review the appropriateness and effectiveness of the Approach and its Deployment for the Category.

What have you learned, how have you captured this learning, and how have you used the learning to improve the Approach and its Deployment?

For more information about the ADRI assessment methodology, please see the Business Excellence Framework.

Supporting documents

Document Name	Relevant Category

You can complete the Organisations Details section of the Application online or download an Application Form at www.saiglobal.com/awards. Complete, save and return the application via email to awards@saiglobal.com or post (on CD) to the Manager, Australian Business Excellence Awards.

Manager, Australian Business Excellence Awards
286 Sussex Street
Sydney NSW 2000
GPO Box 5420
Sydney NSW 2001

TEAM ALLOCATION AND CONFLICT OF INTEREST CHECK

Upon receipt of your application a team of Evaluators will be assigned to your organisation. You will be contacted and asked to review the composition of the proposed team for any potential conflict of interest.

INITIAL MEETING

A representative of the Evaluation team selected to evaluate your organisation will set up an initial meeting with your organisation. The objective of this meeting is to familiarise your organisation with the Evaluation process and clarify each step and your expectations. This is also an opportunity for the Evaluators to request any additional information they may require.

INDIVIDUAL EVALUATIONS

The Evaluation team then conduct individual evaluations of your application. The team will then meet to agree on Strengths and Opportunities for improvement identified in your application, initial scores and issues to be explored during a Site Visit.

An outcome of this meeting will be a detailed schedule outlining the issues to be clarified including people or groups to talk to and additional documents to view. The Evaluation team representative will then organise a Site Visit planning meeting with you.

SITE VISITS

Site Visits are a critical component of the evaluation process. Applicants should ensure that senior members of the management team are available during the weeks identified in the schedule of dates. The duration of the Site Visit is dependent on the size, complexity and geographic spread of the organisation but typically requires up to 4 Evaluators for 2-3 days. Category level Applicants site visit is usually one.

The Site Visit Guidelines provide details on how the visit will be conducted, the responsibilities of the Evaluators and the applicant in preparation for the site visit, and what the Evaluators may subsequently expect during the visit. Applicants will obtain the maximum value from this process by:

- Understanding the Framework as widely as possible within the organisation to aid preparation and data gathering
- Carefully planning the Site Visit with the Evaluators
- Involving as many staff as possible in the planning and at the Site Visit itself
- Using the visit as a learning experience

The evaluation team will spend one day off site immediately after the site visit to conduct their consensus meeting and prepare a draft of the feedback report including final scores, rationales and recommendations for the Panel of Review.

PANEL OF REVIEW

The Panel of Review meets to review and endorse the final recommendations made by the evaluation teams. Membership of the Panel of Review is honorary and members are business leaders from both private and public sector organisations. The Panel makes its decisions based on a critical review of the Evaluation team's recommendations.

THE AWARDS PRESENTATION

The Awards Presentation Event will be held on 3rd and 4th June 2009 in Brisbane as part of the 2009 Better Business Conference. This event provides an opportunity to recognise the efforts of your employees and highlight your achievements to customers and stakeholders.

FEEDBACK REPORT

Approximately three to four weeks after the Awards Presentation Event, Applicants will receive a Feedback Report detailing the Evaluators' assessment of the organisation's performance against the criteria, including Strengths and Opportunities for Improvement against each Item in the Framework or each Item in their nominated Category and evaluation scores.

FACE-TO-FACE FEEDBACK (OPTIONAL)

Applicants may wish to invite representatives of the Evaluation team to a Face-to-Face Feedback session where the Evaluators can provide more detail and clarification of strengths, and opportunities for improvement identified in the Feedback Report. This session can be organised through the Awards Manager and no cost is involved apart from reimbursement of any travel expenses incurred by the Evaluators.

FEES

The fees associated with entering the Awards process are:

Award Level Evaluation Fee	\$3300
Award Level Site Visit Fee	\$3750 per day (includes up to 4 evaluators)
Category Level Evaluation Fee	\$2200 per Category
Category Level Site Visit Fee	\$2750 per day per Category (includes up to 2 evaluators)

All fees include GST. You will be invoiced after each stage of the Awards process.

The evaluation team in consultation with your organisation decides which sites will be visited each day and the entire visit duration. All travel and accommodation expenses associated with visiting your organisation will be invoiced to applicants, in addition to the Site Visit Fee. These will be charged at cost.

CONFIDENTIALITY

Information provided by Applicants will be treated as confidential and will not be released without written approval from the Applicant. All Awards staff, the Evaluator Panel and the Panel of Review sign confidentiality agreements and declare and avoid any possible conflict of interest. Access to proprietary information will not be required except with your consent.

PANEL OF EVALUATORS

The Panel of Evaluators comprises experienced managers and business improvement specialists, carefully selected for their capacity to participate expertly and effectively in the evaluation process. Membership of the Panel is honorary and Evaluators are drawn from across Australia and from a wide range of organisations in both the public and private sectors.

Applicants are encouraged to make available appropriately knowledgeable and experienced staff to act as Evaluators in the Awards program. Evaluators gain expertise in the use of the Framework and are able to bring back a wealth of knowledge to their organisations.

SHARING OBLIGATIONS

A key purpose of the Awards program is to promote the adoption of excellent business practices for sustainable business improvement and long-term success of Australian organisations.

It is a requirement of the Awards process that organisations recognised by the Awards share with others their experience of the successful introduction of the principles and practices of business excellence. You also enjoy the privilege of being elevated to the status of a 'model' organisation, which provides marketing benefit. Such sharing can take a number of forms:

- Use of application and evaluation materials for research into best Australian management practices.
- Participating in publications about successful Australian organisations. These organisations are specifically asked to make suitable abstracts of their submissions available to the Awards Manager. No applicant will be expected to provide information that they consider sensitive or proprietary.
- Feedback to the Awards Manager of experiences in the program to ensure the continual improvement of the Awards process.
- Participating in learning and promotional events.

IMPROVING THE AWARDS PROCESS

The Awards Manager is pleased to receive feedback from Applicants at any time and will specifically request it after the process. Input from Applicants is essential to ensure continuous improvement of the Awards process.

Applicants are also encouraged to become actively involved in review and improvement of the Framework, the criteria and application documents.

SUBSEQUENT PUBLICITY

Recipients of recognition at all levels are encouraged to publicise their success. Licensing is available for organisations wishing to use the Awards recognition logos as part of their corporate branding. Please contact the Awards Manager for more information about licensing options.

FOR FURTHER INFORMATION

Manager, Australian Business Excellence Awards

286 Sussex Street

SYDNEY NSW 2000

Phone: 1300 650 262

Fax: 1300 727 888

Email: awards@saiglobal.com

APPENDIX 1 – THE BUSINESS EXCELLENCE FRAMEWORK

The Principles of Business Excellence are the core of the Business Excellence Framework. They form the basis of a unified theory of management and are supported by a published body of research that underpins all similar frameworks throughout the world. When understood and applied across an organisation, they provide a powerful and integrated philosophy of leadership.

Principle 1: Leadership

Lead by example, provide clear direction, build organisational alignment and focus on sustainable achievement of goals: An excellent organisation realises that a culture of excellence can only be achieved and sustained when organisational leaders, particularly senior leaders, lead by example and model behaviours based on all of these Principles. Senior leadership communicates the mutually agreed organisational purpose, values and core strategies and ensures that they are effectively deployed.

Principle 2: Customers

Understand what markets and customers value, now and into the future, and use this to drive organisational design, strategy, products and services: An excellent organisation recognises that the users of its products, services and processes are best able to judge the usefulness, suitability and worth of its offerings; that is, the value it provides. Customer-driven excellence means using knowledge about how markets perceive value, to influence the design of key areas such as strategy, end-to-end processes and the nature of products and services. This has many benefits for the organisation, including sustaining competitive advantage, improving customer acquisition, generating loyalty and gaining market share.

Principle 3: Systems thinking

Continuously improve the system: An excellent organisation will view itself and the environment in which it operates as a system. It will deliver continuous improvement of the system by understanding and anticipating the potential consequences of core actions within and outside the system. It will analyse outcomes and apply the lessons it has learned to reshape its activities. It will continuously improve, with the goal of transforming inputs into outputs and achieving desirable outcomes for its stakeholders.

Principle 4: People

Develop and value people's capability and release their skills, resourcefulness and creativity to change and improve the organisation: An excellent organisation knows how enthusiastic its people are, and why. The people working in a particular process understand that process best. Harvesting their ideas improves the system and their outcomes, promotes shared ownership of the organisation's goals and creates a committed, loyal, productive and innovative workforce. Attention to the satisfaction, development and wellbeing of employees enhances their performance and working relationships and improves organisational outcomes.

The Business Excellence Framework is available at www.saiglobal.com/shop

Principle 5: Continuous improvement

Develop agility, adaptability and responsiveness based on a culture of continual improvement, innovation and learning: An excellent organisation has the capacity to implement change, learn quickly and respond rapidly with new ways of doing business. Maximising both personal and organisational learning leads to improved efficiency and effectiveness, and increased knowledge-sharing and innovation.

Principle 6: Information and knowledge

Improve performance through the use of data, information and knowledge to understand variability and to improve strategic and operational decision-making: An excellent organisation makes use of organisational data, information and knowledge when making strategic and operational decisions. Because variation has an impact on predictability, costs and performance, measurement and management of variation should be a high priority.

Principle 7: Corporate and social responsibility

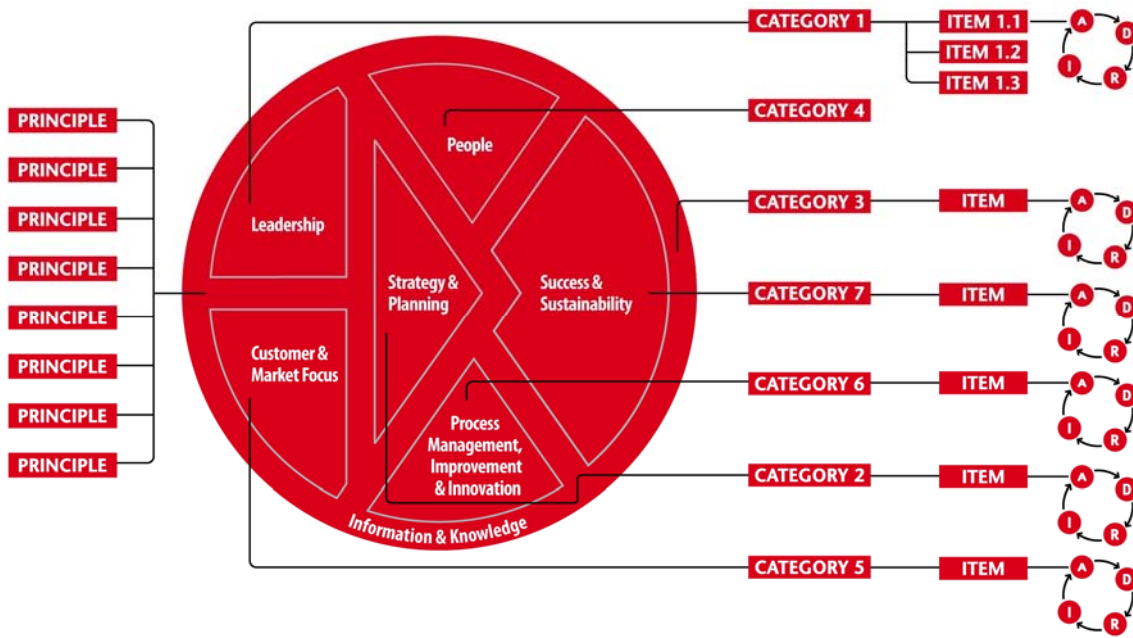
Behave in an ethically, socially and environmentally responsible manner: An excellent organisation behaves responsibly as a 'corporate citizen' and is perceived to do so by customers, suppliers, employees, critical stakeholders and the wider community. Good governance with corresponding management accountabilities will ensure that the organisation's broader responsibilities are identified and met, resulting in an enhanced public image, improved risk management and, ultimately, ecological and economic sustainability.

Principle 8: Sustainable results

Focus on sustainable results, value and outcomes: An excellent organisation that survives and thrives in the global marketplace is distinguished from others by the actual and perceived value it creates and sustains for its customers, shareholders, suppliers, partners, employees and other stakeholders. Successful organisations are able to make judgements about the 'balance' of outcomes to be achieved across their key stakeholder groups and reflect that balance in developing and monitoring the value delivered by their corporate strategies.

The Business Excellence Framework consists of seven categories, each of which will be assessed in order to be recognised for an Australian Business Excellence Award. The Categories are listed in the Business Excellence model, below. For more detailed definition of the Categories and Items, refer to appendix 2 and the Business Excellence Framework.

The Business Excellence Model



The Business Excellence Framework is available at www.saiglobal.com/shop

APPENDIX 2 – ASSESSMENT AND SCORING METHODOLOGY

Assessment Dimensions of ADRI

Organisational performance is assessed using the dimensions of: **Approach, Deployment, Results** and **Improvement** (known collectively as **ADRI**). The Assessment Dimensions follow the practice of having an approach, deploying it, assessing its effectiveness and improving the approach across all aspects of the organisation, by examining each Item in the following way.

- **Approach** — identifies the organisation's intent for an Item, the thinking and planning plus the strategies, processes and infrastructure that are designed to achieve the intent and to track progress.
- **Deployment** — identifies the activities happening to implement an Approach in order to achieve intent. Deployment involves achieving breadth, depth, acceptance and integration of these activities.
- **Results** — the performance indicators and the process by which they are monitored and evaluated, that measure the effectiveness of an Approach and its Deployment.
- **Improvement** — the process by which Approach and Deployment are reviewed in order to learn and adapt, and thus achieve better results.

Approach - Thinking and planning

- What are you trying to achieve for the Item — what is your intent?
- What goals have been established?
- What strategies, structures and processes have been developed to achieve your intent, and why did you choose them?
- What quantitative and qualitative performance indicators have been designed to track progress?
- How does your approach align with the Business Excellence Principles?

Deployment - Implementing and doing

- How have those strategies, structures and processes been put into practice?
- What is the depth and breadth of their implementation throughout the organisation?
- To what extent have they been accepted and integrated as part of normal operations?

Results - Monitoring and evaluating

- What are the trends in the performance indicators for this Item?
- How do these results compare with best-known performance?
Give examples.
- To what extent are these results indicative of the entire organisation's performance?
- How do you know that these results flow from the Approach and its Deployment?
- How do you communicate, interpret and use these results?

Improvement - Learning and adapting

- What is the process to review the appropriateness and effectiveness of the Approach and its Deployment for the Item? How do you use the Results for the Item to do this?
- What have you learned, how have you captured this learning, and how have you used the learning to improve the Approach and its Deployment?

Weightings of Categories and Items

The 17 Items spread across the seven Categories, have weighted values. As shown in the table below, the management system, as reflected in the Categories and Items of the Business Excellence Framework, can be scored out of 1000 points. An overall score is determined for each item. This score is multiplied by the weighted score for the item and then divided by 10. The total over the 17 Items of the Framework represents an overall score out of a possible 1000.

Category	Item	Points
1.0 Leadership	1.1 Leadership throughout the organisation	60
	1.2 Leading the organisational culture	60
	1.3 Society, community and environmental responsibility	<u>60</u> 180
2.0 Strategy and Planning	2.1 Strategic direction	50
	2.2 The planning process	<u>50</u> 100
3.0 Information and Knowledge	3.1 Generating, collecting and analysing the right data to inform decision-making	50
	3.2 Creating value through applying knowledge	<u>50</u> 100
4.0 People	4.1 A great place to work	80
	4.2 Building organisational capability through people	<u>80</u> 160
5.0 Customer and Market Focus	5.1 Gaining and using knowledge of customers and markets	60
	5.2 Effective management of customer relationships	50 <u>40</u>
	5.3 Customer perception of value	150
6.0 Process Management, Improvement and Innovation	6.1 Identification and management of processes	50
	6.2 Process improvement and innovation	60
	6.3 Process outputs	<u>50</u> 160
7.0 Success and Sustainability	7.1 Measuring and communicating organisational performance	100
	7.2 Decision-making based on key stakeholders' perceptions of planned outcomes	<u>50</u> 150

Scoring Matrix

Score	Approach	Deployment of the Approach	Results of the Approach and its Deployment	Improvement of the Approach and its Deployment
0	No evidence that Approach has been considered and there is a reactive attitude to problems.	Little use of the Approach.	Anecdotal. Addresses few relevant areas.	Anecdotal. No improvement activities in place.
1–2	Some form of Approach exists, but it is reactive and not systems-based.	Approach is applied in some areas. Approach is separate from normal operations.	Some measures are in place to assess the effectiveness of achieving the intent of the Approach.	Approach and Deployment are subject to ad hoc review.
3–4	Beginnings of a planned and prevention-based Approach.	Approach is applied in some major areas. Approach is beginning to be part of normal operations.	Positive trends in some areas. The organisation is beginning to make external comparisons. Some evidence that Results are caused by the Approach in some areas.	Approach and Deployment are subject to ad hoc review. Evidence that improvements are being implemented.
5	Approach is planned and has a defined sequence of Deployment.	Approach is applied to many areas and activities, including the major ones. Approach is becoming part of operations and planning.	Positive trends in many areas, including the major ones. Results are comparable with external organisations in some areas. Evidence that Results are caused by the Approach in some areas.	Approach and Deployment are subject to regular review. There is evidence that Approach and Deployment have been improved.
6–7	Approach is planned with a focus on improving innovation and quality to enhance organisational performance.	Approach is applied to most areas and activities, including all the major ones. Approach is part of normal operations and planning.	Positive trends in most areas, including the major ones. Favourable comparisons with external organisations in many areas. Evidence that Results are caused by the Approach in most areas.	There are mechanisms for regular review and improvement of Approach and Deployment. There is evidence that the organisation is continuously learning.
8–9	Approach is proven as a method for improving organisational performance.	Approach is applied to all major areas and activities, as well as most support areas. Approach is well established as part of normal operations and planning.	Positive trends in all major areas. Among 'best-in-class' in some areas, including the major ones. Evidence that Results are caused by the Approach in most areas, including all major ones.	There is evidence of a system for regular review and improvement of Approach and Deployment. There is a systematic Approach to continuous organisational learning.

10	Approach is accepted as best practice in the field.	Approach is applied to all areas and activities. Approach is totally integrated into normal operations and planning.	Positive trends in all areas. Excellent comparisons with external organisations in most major areas. Among 'best-in-class' in many areas. Results are clearly caused by the Approach in all areas.	There is a proactive system for regular review and improvement of Approach and Deployment, including their appropriateness. There is widespread evidence that the organisation is continuously learning.
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