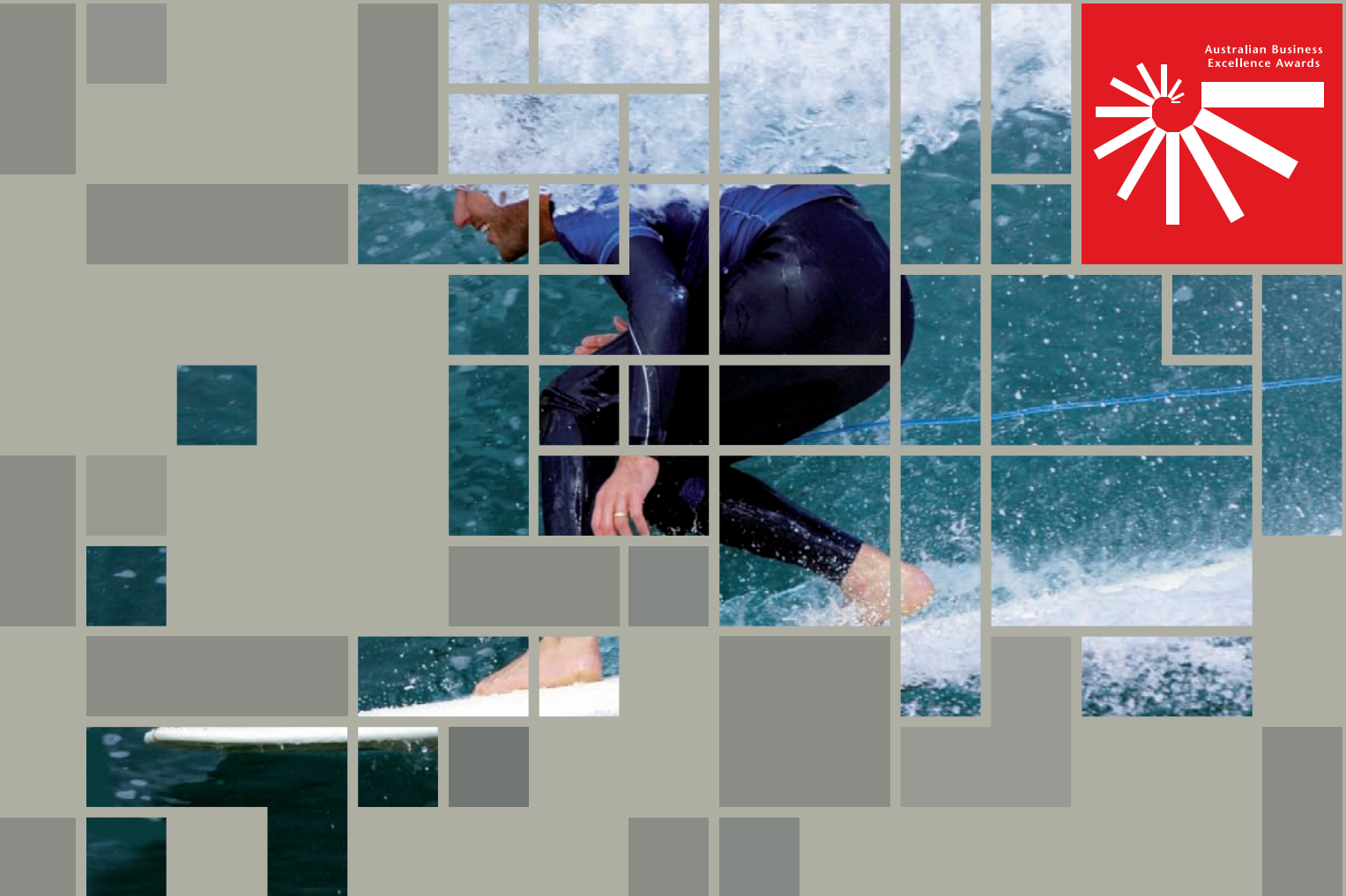




# 2008 Australian Business Excellence Awards





## INTRODUCTION

# 20 years of excellence

*After two decades of rewarding the peak performers in business, the Australian Business Excellence Awards just keeps getting better.*

Over the last 20 years, from a broad cross-section of organisations, judges of the Australian Business Excellence Awards have identified and honoured the country's peak performers, acknowledging innovative business processes, sustainability, enterprise, success and innovation.

The awards highlight the important social and environmental contributions made by organisations through excellence of service, commitment to their customers, philanthropic ideals, ethical behaviour and environmental sustainability.

With evidence of increasingly higher standards, and submissions undergoing vigorous assessment by highly qualified evaluators, winners can be confident that they have set new benchmarks through their accomplishments.

A prestigious endorsement of quality of products and services, the Awards raise the profile of companies and organisations revealing their dedication to excellence. Winning ensures national recognition and a platform from which to herald a competitive edge.

The evidence-based endorsement allows top performing organisations the chance to tap into valuable exposure for positive business profiling, marketing communications, increased sales, networking and among personnel, a heightened sense of achievement.

Value is accessed by all organisations that enter submissions through the process of self-assessment, identifying of core strengths, reviewing performance and demonstrating to their industry and customers a desire to enter a spirited arena of excellence.

The most wide-ranging business acknowledgement program of its kind, the Awards are open to all companies and organisations, regardless of size or industry.

## Inside

- 04 Gold winner – Hobart City Council
- 06 Gold winner – City of Wodonga
- 08 Bronze winner – Computershare
- 09 Bronze winner – Department of  
Emergency Services
- 10 Bronze winner – RSL Care
- 11 2008 Systems Excellence and  
Category Award Winners



## Hobart City Council

Gold Medal Winner

*An inclusive approach teamed with a far-reaching vision typifies this forward thinking council.*



In creating a vision for its metropolis circa 2025, Hobart City Council took into account the views of 1000 participants from a wide cross-section of the community to establish the values of Hobart today and provide a collaborative platform for a preferred future.

The exercise typifies the outlook of a forward thinking council which has nurtured a progressive culture and community satisfaction levels with services and facilities that consistently outperform the state industry average.

Hobart City Council services its community with a range of continuously evolving information systems that provide a reliable and immediate source for informed decisions. They include an online Development Application tracking system (Permit Tas) that confirms current status of developments and related compliance issues.

In fostering an 'employer of choice' position, Council offers opportunity for employees at all levels to demonstrate individual initiative in a team-work setting and to participate in the resolution of issues and construction of new initiatives.

The corporate management team undertakes active leadership roles and guides the commitment to continuous improvement at all levels. An emphasis is placed on leadership skills training and employee awareness sessions with the aim of providing a more supportive work environment for all employees.

A High Performance Leadership Coaching program is being undertaken by some 60 managers and supervisors across the organisation, which is augmented by employee participation in the Local Government Municipal Association Emerging Leaders Program and Frontline Management studies.

***“Ongoing and systemic progress has relied on the building of a culture that embraces continuous improvement as a day-to-day activity.”***

Council's strategy of extending the application of quality assurance through the entire organisation, regular self-assessment, and lodgment of applications for business excellence recognition, has increasingly influenced understanding and acceptance of continuous improvement as being a permanent feature of the organisation.

Hobart City Council's recognition has been the culmination of an approach that began a decade ago with the adoption by the corporate management team of the Australian Business Excellence Framework which provided a holistic approach to upgrading organisational quality and capacity.

Since that time Council has successfully pursued initiatives to structure modernisation, greater responsiveness to the community, enhanced industrial relations practices, expansion of information technology systems, emphasis on customer relations training, restructure of costing systems and introduction of quality assurance.

Ongoing and systemic progress has relied on the building of a culture that embraces continuous improvement as a day-to-day activity.





## The City of Wodonga

Gold Medal Winner

*A leadership culture based on continuous improvement has built a happy and confident community.*



The City of Wodonga began its pursuit of improved service and organisation in 1996 using the Australian Business Excellence Framework as its guide. The Victorian border town was responding to a State Government-initiated restructure of Local Government.

Wodonga has since constructed an invigorated leadership culture based on continuous improvement.

Through constant learning and advancement it has strengthened community confidence and today its citizens confer on the City of Wodonga one of the highest resident satisfaction ratings in Victoria.

The development of behavioural competence and a service-oriented, inclusive, system ensures staff are actively involved in, and take ownership of, pursuing business excellence. In an agile culture, personnel who experience the closest interaction with customers are able to demonstrate leadership and initiative with input into structural change.

A system dubbed 'Bright Ideas' provides a pathway for submitting ideas which are assessed by staff who are trained in the business excellence philosophy.

Ownership and leadership philosophies are extended to the broader community through the City's "Community Vision" project. As well as aiding in the advancement of community leaders, the City engages its citizens building their capacity to participate in project development under the banner "Making Wodonga Yours". The approach encourages transparency and close collaboration.

Councillors too partake in leadership enhancement via Myers Briggs Personality Type exercises and emotional intelligence coaching.

***"A system dubbed 'Bright Ideas' provides a pathway for submitting ideas which are assessed by staff who are trained in the business excellence philosophy."***

The development of behavioural competence in Wodonga's leadership group is acknowledged as a primary enabler of effective relationships – the critical success factor in achieving excellence.

Within the leadership team a set of personal competencies has been developed that incorporate Wodonga City's values and learning in regards to emotional intelligence.

The competencies are monitored in a 360 degree feedback process and are included in position descriptions and the performance management system.

The City's RALF (Relationships, Attitude, Learning & Fun) awards recognise those who demonstrate behavioural competence.

Wherever possible, during occasions of structural change and as vacancies occur, internal recruitment is favoured to give those identified with leadership potential the chance to take on new responsibilities and career advancement.

The appointment of a Director Sustainable Development has strengthened Wodonga's approach to building an integrated, sustainable, future taking into account land use planning, waste management, building control, parks and native vegetation and climate change initiatives.





## Computershare

Bronze winner

*Clear vision and strategies has driven positive change in this business powerhouse.*

Established in Melbourne in 1978, Computershare listed on the Australian Stock Exchange in 1994 with initial market capitalisation of \$36 million which has now grown to over \$6 billion.

A global leader in share registration, employee equity plans, proxy solicitation and other specialised financial, governance and communication services, Computershare services approximately 14,000 corporations and in Australia has some 1,400 clients.

A strong performer in setting strategic direction, customer relationship management, with an eagle eye on continuous improvement, Computershare also places emphasis on society, community and environmental responsibility.

Its key strategic objectives globally are to drive operational quality and efficiency through benchmarking, technology and improved staff skills. It aims to protect and drive revenue and continue to seek acquisition and other growth opportunities to add value and returns for shareholders.

Computershare's strategies for continuous and sustained business improvement include increasing level and value of service, reducing risk, engaging staff, a process of automation and greater flexibility and capability for its strategic business unit "Operations".

***"Computershare also places emphasis on society, community and environmental responsibility."***

Among its achievements has been an approximate 150% productivity improvement since 2002. Working in a multi-layered operating environment, one particular stand out statistic has been the maintenance of satisfaction ratings for its indirect customers at approximately 90%.

Operations focuses on developing and maintaining critical competencies including development of a sophisticated suite for measurement and management of information, and analysis and reporting tools for insight and deep understanding of its business drivers which in turn inform continuous improvement efforts.

With clear vision and strategies Computershare has an empowering approach to leadership resulting in positive change occurring exponentially over time.

 **computershare**



# Department of Emergency Services

Bronze winner

*An established approach to setting strategic direction has helped this organisation become a leader in emergency management throughout Australia.*

A leader in emergency management in Australia, Queensland's Department of Emergency Services (DES) operates Fire and Rescue, Ambulance and Emergency Management. It is the most complete grouping of emergency services in the country.

Overseeing some 82,000 staff and volunteers, DES engages in effective management systems and has an established approach to setting strategic direction linked to its Planning and Performance Management cycle.

Individual divisions have used the Australian Business Excellence Framework since 1997 with the entire agency on board since 2004. Organisational Self Assessments in 2005 and 2007 demonstrate improved results of agency-wide programs.

DES has enhanced its risk management framework at a corporate level through the identification and registering of its corporate risks by focusing on process rather than function.

Its planning process aligns strategic management functions, and communicates knowledge from corporate to operational levels, ensuring that relevant information is analysed in timelines complementing corporate planning, budgeting, and risk management cycles.

Adoption of a departmental Performance Management Framework sets the context for a gap analysis of matching resources to objectives which overarches the annual management cycle. This allows for rigorous processes like the PSP and MPS to form the basis of plans that can then change as required to still achieve goals when circumstances change. Cross-functional workshops, environmental scans, previous performance and other data are utilised to determine future direction.

***“Cross-functional workshops, environmental scans, previous performance and other data are utilised to determine future direction.”***

Among the DES's major achievements has been the successful development, and current expansion, of a state of the art training facility - Queensland Combined Emergency Service Academy. Operating across the DES it integrates world-class operational training underpinned by a learning management system.





## RSL Care

Bronze winner

*An inclusive culture coupled with strategic planning helps this organisation service an ageing population.*



A mission driven organisation, RSL Care goes to exhaustive lengths in its strategic planning and research to pursue excellence in current and future service to an ageing population.

Acknowledging scarce aged care resources, and little place for duplication of research, RSL Care has provided altruistic leadership in opening its education programs to the industry sharing current practice and innovation.

RSL Care is an owner-operator and developer of integrated aged care and retirement village facilities and services with 25 sites in Queensland and NSW. It runs around 2,000 residential aged care places, 1600 retirement village units and manages a community care budget exceeding \$20 million with an estimated 13,000 clients annually.

RSL Care drives a strategy of acquisition and merger to increase size and sustainability simultaneously pursuing a strategy of organic growth.

The organisation's culture is one of inclusiveness with a well-developed consultative approach to the development of its mission, vision, values, goals and commitment to quality.

RSL Care's strategic planning process incorporates market research, future trend analysis, future employment markets, policy regulations and organisational capabilities setting a healthy foundation for future strategic growth.

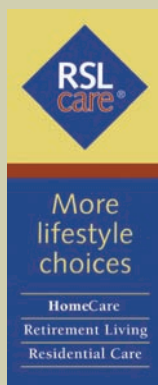
Trends within the industry both nationally and internationally are researched and considered during planning and staff and customers feature heavily in self-assessment processes with robust systems managing effective follow through from feedback.

Adhering to the belief that happy, motivated staff are paramount to delivering high standards, the organisation's performance development and rewards processes are aligned with Business Excellence principles.

Survey results for staff satisfaction show that RSL Care rates higher than the industry benchmark - positioned in the top 25 percent.

Application of PDSA ensures a multidisciplinary approach to customer relationship management with the organisation constantly striving to communicate the value and quality of its services and products.

***"RSL Care drives a strategy of acquisition and merger to increase size and sustainability."***



# 2008 Systems Excellence and Category Award Winners

## Category Awards

### Knowledge and Information

Queensland Rail – Supply  
Division

### People

RoadTek

## Systems Awards

### Customer Service

Department of Main Roads WA

### Environmental Management

Department of Main Roads WA

### Ethics

National Protective Services

### Food Safety Management

City of Swan

### Governance

City of Belmont

### Occupational Health and Safety Management

New Zealand Aluminium Smelters

### Quality Management

*Joint winners*

Veolia Waters Australia

Department of Main Roads WA



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