



BUSINESS EXCELLENCE CASE STUDY

BAE SYSTEMS AUSTRALIA

LINKING THE BUSINESS EXCELLENCE FRAMEWORK TO THE BALANCED SCORECARD

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Executive Summary

Through an assessment against the Business Excellence Framework, data was collated and analysed in order to determine actions that will improve business leadership and management systems across the business. The resulting improvement actions were validated and prioritised such that selected improvement actions were added to the Balanced Scorecard and monitored throughout the year.

In addition, the data collated also contributed to the internal analysis for the Strategic Review and various planning across the company.

Background of the Client

BAE Systems is a global company engaged in the development, delivery and support of advanced defence and aerospace systems in the air, on land and at sea.

Our parent company was utilising the EFQM and the Australian business took the decision to utilise the Australian Business Excellence Framework. The Australian business was 'green' to the model so trained a small team in both the Certificate in Business Excellence and Organisational Self Assessment so as to have expertise in-house.

Situation

Senior leaders were selected to participate in organisational self assessments by attending one of the ½ day facilitated workshops that were conducted by the Business Excellence team.

Each workshop composed of:

- An Overview of Business Excellence, including the Framework, the intent and process
- Quantitative data gathering with the completion of the hard copy Snapshot Assessment
- Qualitative data gathering of open discussion.

With the combination of verbal discussions and interactions and completing the questionnaire, it allowed the Business Excellence team to collate both qualitative and quantitative data.

Key Outcomes

The resulting improvement actions were validated and prioritised such that selected improvement actions were added to the Balanced Scorecard and monitored throughout the year.

SAI Global Solution

SAI Global provided the Certificate III in Business Excellence and Certificate IV in Organisational Self Assessment (now the Graduate Certificate in Business Excellence) to selected BAE Systems champions to develop capability of people within the organization to conduct self assessments against the Business Excellence Framework.

Results

After the second round of workshops (12 months apart) there was a significant improvement in Leadership, Strategy & Planning and People categories.

Data Management was our weakest category for two years running and this year the business has established a new area and employed a Data Manager, Knowledge Manager and an underlying small team.

Acknowledgements

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About Us

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