

Business Excellence at Fremantle Ports



Gold Level Award
Winner 2007

Key Supporting Slides for Panel Discussion by Raymond Rose
Australian Business Excellence Conference and Awards
SAI Global
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Milestones in Our Improvement Journey

- 1993 Journey to Excellence Quality Matrix based on AQA criteria
- 1995 ISRS (Safety) Achieved Level 3
- 1996 Org. self-assessment against ABEF
- 1996 1997 ISRS (Safety) Achieved Level 5
- 1997 Premier's Award - Winner (Quality Improvement) Category
- 1998 'Foundation in Business Excellence' in ABE Awards
- 2000 ISO14001 (Environment) Certification
- 2003 'Bronze' level in Aust Business Excellence Awards
- 2004 Integrated S,E & Q Certification achieved
- 2006 External Assessment against ABEF – next priorities identified
- 2007 Achieved 'Gold' level, ABE Medal & 'People' in ABE Awards
- 2011 External validation & assessment against ABEF (3 & 6)



Note *cycles* of assessment leading to improvement over time

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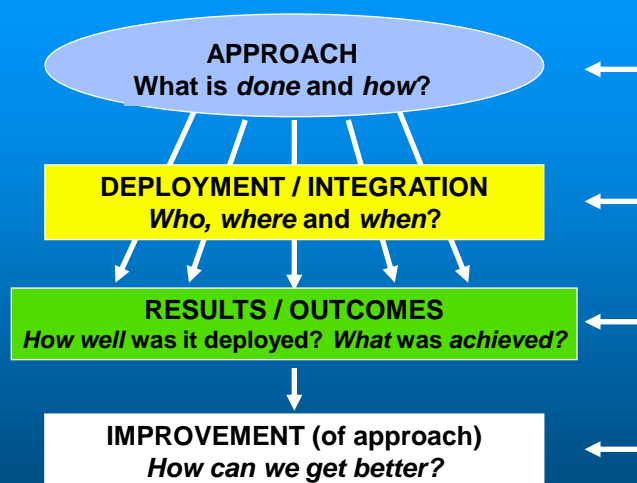
Australian Business Excellence Framework - 2008 Categories & Items

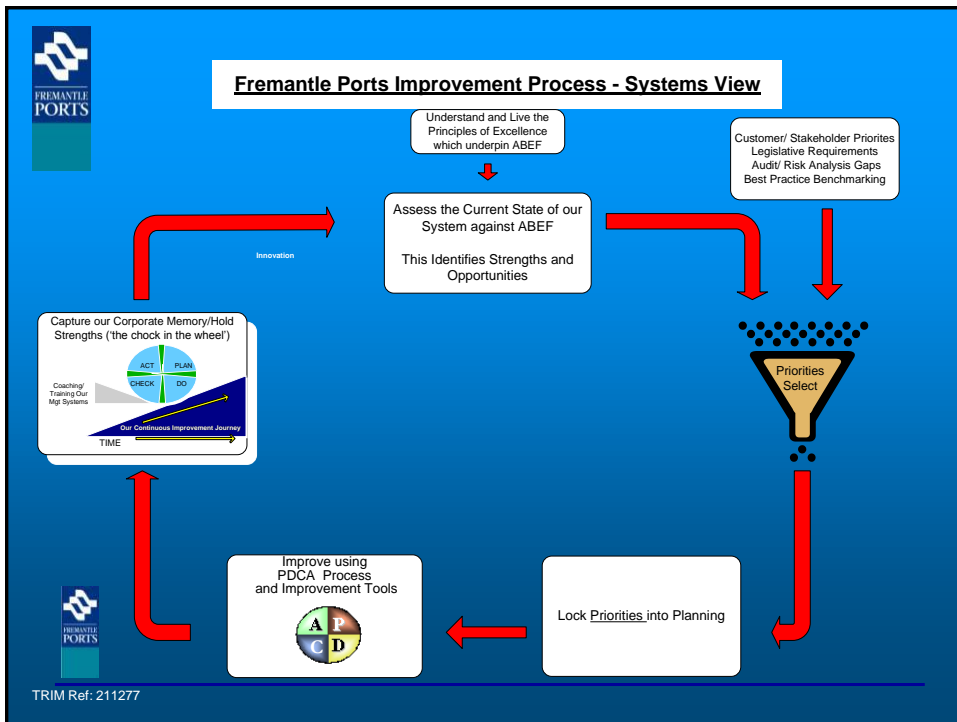
CATEGORY	ITEM
1. Leadership	1.1 Leadership throughout the organisation 1.2 Leading the organisational culture 1.3 Society, community and environmental responsibility
2. Strategy and Planning	2.1 Strategic direction 2.2 The planning process
3. Information and Knowledge	3.1 Generating, collecting and analysing the right data to inform decision-making 3.2 Creating value through applying knowledge
4. People	4.1 A great place to work 4.2 Building organisational capability through people
5. Customer and Market Focus	5.1 Gaining and using knowledge of customers and markets 5.2 Effective management of customer relationships 5.3 Customer perception of value
6. Process Management, Improvement and Innovation	6.1 Identification and management of processes 6.2 Process Improvement and Innovation 6.3 Process outputs
7. Success and Sustainability	7.1 Measuring and communicating organisational performance 7.2 Achieving sustainability



Note: 2008 Framework review led to 8 Principles (consolidated from 12), and 17 Items (consolidated from 21)

ASSESSMENT USING 'ADRI'





Some of Our Excellent 'People' Initiatives

(identified by ABE Awards Evaluators)

- Safety at home (PPE for home use/ Safety at home survey/ focus on home fire safety)
- Employee Assistance Provider – free to employees & their families
- 1st aid training – free for employees & their families
- Extensive health and wellness including nutrition, weight loss , meditation etc
- Gym on site with free fitness testing
- Annual Health & skin checks, and Flu vax
- Now exploring phased retirement and ongoing engagement of our 50+yrs employees
- Flexible work hours/ part-time/ work from home/ job sharing
- Carer's leave/ purchased leave / early adopters of paid maternity leave
- Salary packaging & bonus system
- Employee & Leadership development programs
- Study support (up to 100% of course fees)
- Support for community "volunteering"
- Reward and recognition
- Extremely active social club
- Young People's network
- Currently exploring time off for employees to participate in community service

Maintaining certification to international environmental, quality and safety management standards is an important part of our present and future success.



Aust Companies certified (Source JAZ-ANZ 2010):

8,364 – Quality: ISO 9001
1,600 – Environ: ISO14001
1,412 - Safety : AS 4801



Relatively few organisations have *triple* certification.

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Why use the Aust. Bus. Exc. Framework?

- Best recognised and used improvement model in Australia (Deloitte/ AQC Study 2003)
- **International credibility & recognition**
- Annually updated - international best practice thinking
- **23 years (1988) of collective intellectual capital and business wisdom (Case studies/ success stories)**
- ✓ Proven linkage between use of the Framework & bottom-line improvements (Australian, US & European research).



Australian Evidence Linking Business Excellence to Improved Performance

“BUSINESS EXCELLENCE IS NOW A COMPELLING ISSUE. Economic buoyancy has obscured the benefits of business excellence, because in good times average performance is good enough, and excellence is merely a ‘nice to have’.

However, organisations that achieved a level of excellence before the GFC have fared much better, because they have continued to drive improvement throughout the difficult times”.

Source - qualitative study of Aust companies by Oliver Wight, business improvement consultants (reported in AIM 's Management Today - June 2011).



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Australian Evidence Linking Use of Business Excellence Criteria to Improved Performance

Source: ‘Aust. Business Excellence Index’ - SIRCA 2003

(leading provider of financial data & research to universities, regulators & fin. market participants)

Sample size: S&P Top 500 Aust companies listed on ASX

Measure: Total return on investment 1990 – 2003.
(Total Holding Period Return - THPR) over period.

Results: ABE Award winning orgs outperformed the Aust All Ords by 3.5 to 1

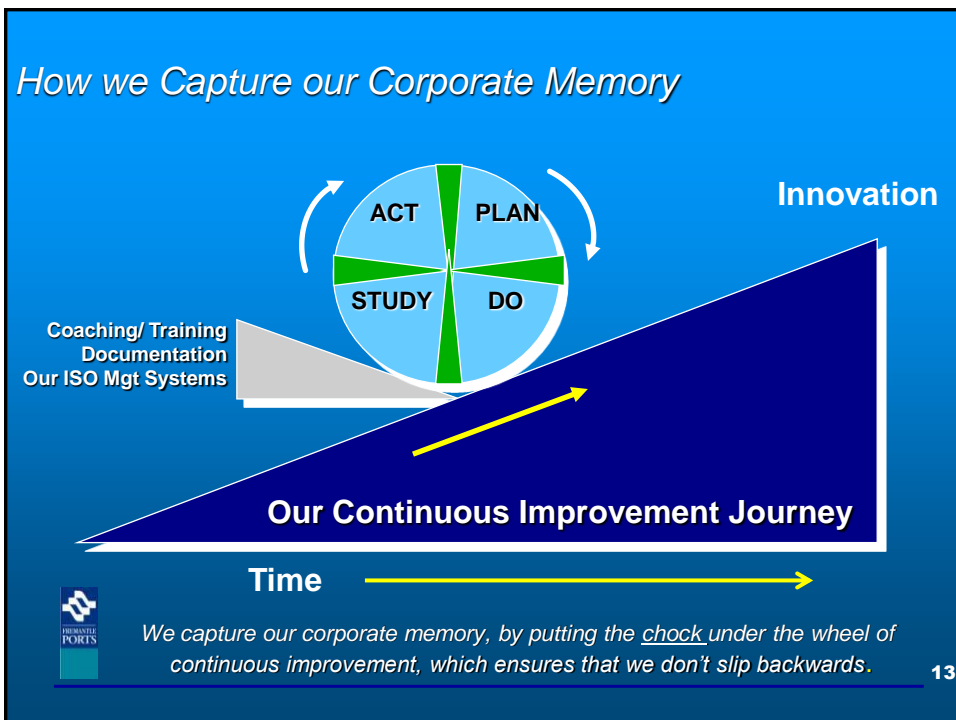


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PDSA – Our *tools* of Improvement



How we Capture our Corporate Memory



Why We Need To Simplify

Global economic situation may impact our revenue in coming years. We need to simplify in order to:

- ✓ make more efficient use of our existing resources – time, energy, effort, money
- ✓ make sure we are working on things that add value to our customers
- ✓ make our work life easier – jobs easier to learn and do, fewer barriers and less frustration



Simplification - Our Key Process Steps

1. **THINK** - Make time to think about the things you do at work
2. **WHAT** - Identify things which seem too complex (eg a process, procedure, way of doing things)
3. **WHY** - For each thing identified, answer the question “It is too complicated because” (use Appendix 1 in *Simplicity Guide: TRIM 311187*)
4. **SELECT A PRIORITY** – by considering the *value and practicality* of making it simpler. (use ‘value/ effort’ matrix – Appendix 1 in *Simplicity Guide: TRIM 311187*)
5. **HOW** – identify and use simplification tools to explore options. Eg ‘we could do it this way’ (refer to Appendix 2 in *Simplicity Guide: TRIM 311187*)
6. **PLAN** – Identify the scope & the action steps needed to implement it.



Hint: Ref [Simplicity Guide](#), or contact your Improvement Coordinator for guidance