



2011

**AUSTRALIAN
BUSINESS
EXCELLENCE
AWARDS**

Application Guidelines

Congratulations!

By obtaining a copy of the 2011 Australian Business Excellence Awards Applications Guidelines you have taken an important step towards improving your organisation's performance. Now it is time to consider taking the next step — applying for an Award — and by doing so invite a team of external Evaluators to assess your organisation's leadership and management system against the internationally recognised Business Excellence Framework (BEF).

Your organisation will receive at least 250 hours of review by a team of two to five Evaluators selected for their depth and breadth of knowledge in Quality Excellence. The review by the Evaluators is further supplemented by a Panel of Review bringing together recognised Business Excellence specialists, Industry leaders, academics and representatives of Government. Following this comprehensive review process, each applicant receives an extensive feedback report and an optional face-to-face presentation that will enable your organisation to drive further improvements to strengthen sustainable excellence.

Because of the learning inherent in completing the application and the opportunities for improvement identified during the evaluation process, the effort that goes into applying for an Award should result in a significant return on your investment. The process will help you to prioritise opportunities for improvement and identify strengths to celebrate.

To further increase your organisational learning, we will provide Award winning organisations with an opportunity to submit applications for up to two senior employees to become Evaluators. If eligible, these employees will become part of an elite group of Quality Excellence leaders in Australia. As a further benefit to Award winners, your organisation's leaders and Excellence practitioners will also benefit from participating in national and international Excellence networks.

To apply for a 2011 Australian Business Excellence Award, you can find the editable versions of the application forms online at www.saiglobal.com/awards.

Consider making the decision to apply now, and accelerate the rate of your organisation's performance improvement. As hundreds of organisations can attest, your organisation will be better for it!

Kind regards,



Head of Improvement Solutions
SAI Global

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INTRODUCTION

Since the introduction of the Australian Quality Awards in 1988 (since renamed), many organisations have benefited from being assessed against the BEF and by being recognised at the various Award levels.

Previous winners in the Australian Business Excellence Awards come in all shapes and sizes and from a wide range of industries. Receiving recognition is a bonus, but the greatest value of entering the Awards is the comprehensive feedback report prepared by the volunteer excellence professionals who serve as Evaluators. Hundreds of applicant organisations have benefited from having strengths and opportunities for improvement identified against each Item in the Australian BEF.

THE AUSTRALIAN BUSINESS EXCELLENCE AWARDS

The Australian Business Excellence Awards (the Awards) are presented annually to recognise organisations for demonstrated quality excellence. The Awards have the most rigorous evaluation process in Australia. The combination of the expertise of the Evaluators – recognised leaders in quality excellence, and the Panel of Review – business and government leaders as well as international Excellence specialists, the evaluation process and our leading edge criteria make this a unique process.

Organisations can apply at Award level, where they are evaluated against all 17 Items in the BEF, or at the Category level, where they are evaluated against only those Items in the nominated Category.

The annual Awards ceremony provides an opportunity for the successful organisations to be recognised in front of its peers, media and government bodies. Award recipients may publicise and advertise their Award. Recipients are expected to share information about their successful excellence strategies with other organisations and will be invited to be a host in Business Excellence study tours that are organised from time to time.

HISTORY OF THE 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 quality excellence in all of its forms.

Quality excellence is rigorously judged against the criteria set out in the Australian BEF, an integrated leadership and management system recognised internationally and that represents the Australian Quality movement on the Global Excellence Models Council.

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

WHO CAN APPLY?

The Awards process is open to:

- Companies including subsidiaries and divisions of multi-national organisations
- Government departments, agencies and Instrumentalities and local government bodies
- Not-for-profit and community organisations

WHY ENTER?

- To secure a detailed feedback report on your organisation, identifying strengths and opportunities for improvement to drive sustainable excellence
- Gain access to a community of Award winning organisations and quality excellence leaders
- 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 differentiate your organisation and gain a competitive edge by using the prestigious Australian Business Excellence Awards Mark
- To join an elite group of past recipients

AWARDS APPLICATION

Organisations can apply at Award level (evaluation against all seven Categories of the BEF) or at Category level. The Application requires only basic information about an organisation, such as contact details, locations and a summary of key activities. This information is used to assist Awards Management in allocating Evaluation teams.

Applying for recognition through an Australian Business Excellence Award follows three steps for the applicant – Submission of an Awards Application, a Written Submission and then a Site Visit.

WRITTEN SUBMISSION

The written submission is designed to give the Evaluation team an overview of how an organisation works in relation to the Australian BEF. It comprises:

- (i) a summary statement describing an organisation's overall strategy for quality excellence, a summary of significant achievements and a description of an organisation's business environment
- (ii) a detailed submission addressing each Item for each Category. The Evaluators conduct individual desktop evaluations of the written submission and then achieve consensus on areas that require clarification during a subsequent site visit.

SITE VISIT

The Evaluation team spends two to five days on site – depending on the size and geographical spread of the organisation. The visit is planned by the Evaluation team in consultation with the organisation and covers key findings – including gaps – from the desktop evaluation. The Evaluators then consolidate their findings and prepare a feedback report which is then received by the Panel of Review.

PANEL OF REVIEW

The Panel of Review consists of recognised Business Excellence specialists, industry leaders, academics, international Excellence specialists and representatives of government. The Panel reviews the recommendations made by each Evaluation team and makes final decisions on the evaluation and the level of recognition.

ENTRY LEVELS

There are two levels of entry. Applicants can apply at:

Award Level	The evaluation is against all Categories and their Items in the Criteria
Category Level	The evaluation is against a nominated Category and its items (applicants may apply in up to three Categories)

SCHEDULE OF DATES

Please take note of these important dates for the 2011 Australian Business Excellence Awards:

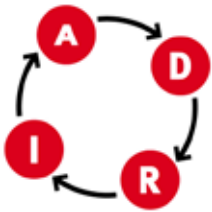
Applications Open	2 February 2011
Applications Close	15 April 2011
Written Submissions Due	29 April 2011
Desktop Evaluations	May to June 2011
Site Visits	July to August 2011
Panel of Review	October 2011
Awards Night	17 November 2011 (TBC)
Feedback Reports Issued	18 November 2011 (TBC)

EVALUATION

The process used for evaluation is considered best practice by other Excellence Awards administrators around the world including the Global Excellence Models Council. As well as undergoing a rigorous selection process, requiring qualifications in business excellence and practical experience in leading Excellence within an organisation, the Evaluators undertake comprehensive annual training on quality excellence and organisational best practice.

ASSESSMENT AND EVALUATION METHODOLOGY

Irrespective of the level of application - Award or Category level – applicant organisations are evaluated using an assessment methodology whereby each Item is evaluated over four dimensions known as ADRI:



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

Deployment identifies the activities actually implemented in alignment to the approach.

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

Improvement shows the systematic process of implementing ongoing improvement.

Each Item is scored using the Scoring Matrix found in the 2007 Australian Business Excellence Framework handbook, resulting in both a numeric score and qualitative (verbal) feedback.

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

RECOGNITION LEVELS

Levels of recognition are based on the recommendation of the Evaluation team and the decision of the Panel of Review. At the Award Level there may be more than one recipient as evaluation is criterion-referenced. At the Category Level and for the Excellence Medal there will be only one recipient of the applicable recognition. The score is only one of the elements in this final decision. Other considerations include the extent of the applicant's adherence to the eight Principles of Business Excellence and whether improvement is uniform across the Category in question, or in the case of other levels of recognition, all seven Categories.

AWARD LEVEL

Foundation in Business Excellence

Recipients of this recognition will be organisations that demonstrate a clear Approach and initial Deployment and show some evidence of improvement. This recognition is given to organisations that receive an evaluation score ranging from 300 to 500 and is an incentive to further pursue quality excellence.

Bronze Award

Bronze Award recipients will demonstrate an Approach and Deployment that are well defined, planned and 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. Improvements are being made in a conscious manner. Evaluation scores range from 501 – 600.

Silver Award

Organisations at this level should be able to demonstrate not only performance against the Australian BEF at Bronze level, but also a philosophy of management that reflects the principles of Business Excellence. A better practice culture will have been in place long enough to sustain continuing improvement and be robust in the face of major change. Evaluation scores range from 601 – 650.

Gold Award

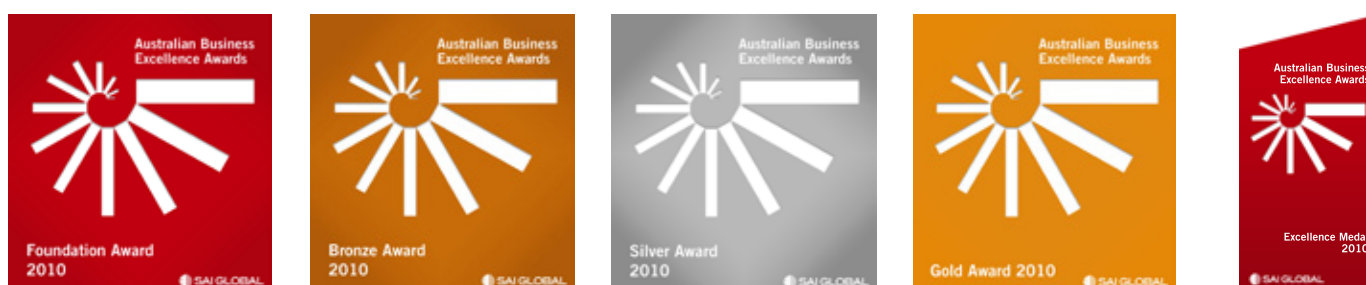
Organisations at this level should meet the requirements of a Silver Award plus be able to demonstrate superior performance in at least five of the Categories in the Australian BEF and also have scored at least 50% in each Item. The organisation is clearly demonstrating better practice and its activities will be benchmarks for others. Evaluation scores exceed 650.

Excellence Medal

The Excellence Medal will be awarded to the highest scoring applicant organisation (above 650 points). There will be a maximum of one Excellence Medal awarded each year.

Excellence Award

Organisations who have won a Gold Award within the past five years are eligible to apply for an Excellence Award. Organisations at this level should be able to demonstrate not only performance against the Australian BEF at Gold level, but also the agility and a systematic approach to rapidly lead improvements. An organisation that applies for an Excellence Award will be evaluated twice within a period of six months. Evaluation teams will include international evaluators from other Excellence Award programs such as EFQM and Baldrige; and will have a greater focus on the organisation's results and systematic approach to improvement. Evaluation scores will exceed 750 with demonstrated improvement between the first evaluation and the second evaluation.



Category Level

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 Items in the nominated Category of the Australian BEF
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 FORM

Basic information about your organisation, such as contact details, industry and sector can be completed using the downloaded application form (available at www.saiglobal.com/awards) and emailed to awards@saiglobal.com

WRITTEN SUBMISSION

The written submission can be completed using the downloaded submission document (available at www.saiglobal.com/awards) and emailed to awards@saiglobal.com. The written submission contains the following:

Organisational summary

This section asks you provide a broad picture of your organisation. It 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 three pages plus an organisational chart. An Organisational Summary is the same for both Award and Category level applications.

Organisational response to each Criteria

Outline your Approach, Deployment, Results and Improvement for each Item.

List 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.

Award level applications are limited to a maximum of 20 pages.

Category level applications are limited to maximum of 6 pages.

Format

Using the following format:

- Minimum 10-point type size
- A standard legible type-face (e.g. 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
- Please provide your completed Awards Application Form and Submission by email to awards@saiglobal.com or on CD/USB/DVD. The Awards Manager will arrange distribution of multiple copies to the Evaluation team.

Guide

Using the following broad guidance when presenting evidence of your organisation's performance for each Item:

Approach - Thinking and planning

Describe what you are trying to achieve (eg organisational goals and objectives) 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 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. What have you learned, how have you captured this learning, and how have you used the learning to improve the Approach and its Deployment?

APPLICATION FORMS

You can 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/USB/DVD) to:

ATTN: Ann Park
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 by the Awards Manager 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 nominated point of contact. 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 conducts individual evaluations of your application. The team will then meet to agree on provisional strengths and opportunities for improvement identified in your application, initial scores and areas to be explored further during a Site Visit.

An outcome of this meeting will be a detailed schedule outlining the areas to be clarified including people or groups to talk to and additional documents to view. The Evaluation team representative will then conduct 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 Site Visit. The duration of the Site Visit is dependent on the size, complexity and geographic spread of the organisation but typically requires up to five Evaluators for two to five days. Category level applicant site visits are usually takes between one and two days.

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 BEF and ADRI 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 during 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 – or amend - 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 teams' recommendations and consultation with the applicant organisation where required.

THE AWARDS PRESENTATION

The Awards Presentation Event will be held in November 2011 (date and venue to be advised). 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 including strengths and opportunities for improvement against each Item in the BEF (at the Award Level) or each Item in their nominated Category (at the Category Level) 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 Team 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 Application Fee	\$3,300*
Award Level Site Visit Fee	\$3,850 per day* (includes up to five Evaluators)
Category Level Application Fee	\$2,200 per Category*
Category Level Site Visit	\$2,750 per day per Category* (includes up to two Evaluators)

*All fees include GST. You will be invoiced the application fee after the submission of the application form and you will be invoiced for the Site Visit fees after the feedback report is delivered to you.

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.

CONFIDENTIALITY

Information provided by Applicants will be treated as confidential and will not be released without written approval from the Applicant. All Awards staff, Evaluators 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.

EVALUATORS

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

Award winning organisations are given the opportunity to submit applications for up to two senior employees to become Evaluators. If eligible, these employees will become part of the body of Evaluators - an elite group of Quality Excellence leaders in Australia. Evaluators gain expertise in the use of the BEF and are able to bring back a wealth of knowledge to their organisations.

SHARING OBLIGATIONS

A key purpose of the Australian Business Excellence Awards 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 including case studies. These organisations are specifically asked to make suitable abstracts of their submissions available to the Awards Team. No applicant will be expected to provide information that they consider sensitive or proprietary.
- Feedback to the Awards Team of experiences in the program to ensure the continual improvement of the Awards process
- Participating in learning and promotional events
- Hosting Business Excellence study tours

IMPROVING THE AWARDS PROCESS

The Awards Team 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 BEF.

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 mark as part of their corporate branding. Please contact the Awards Team for more information.

FOR FURTHER INFORMATION

ATTN: Ann Park
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 Business Excellence Framework consists of seven Categories, each of which are evaluated at the Item level in order for there to be recognition (or not) with an Australian Business Excellence Award. The Categories and their Items are listed in the Table in Appendix 2.

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

The Principles of Business Excellence are the core of the BEF. 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.

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.

APPENDIX 2 - ASSESSMENT AND SCORING METHODOLOGY

DIMENSIONS OF ADRI

Organisational performance is evaluated at the Item level across the dimensions of: Approach, Deployment, Results and Improvement (known collectively as ADRI). Evaluation follows 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.

WEIGHTINGS OF CATEGORIES AND ITEMS

The 17 Items, making up the seven Categories, have weighted values. As shown in the table below, the total leadership and management system, as reflected in the Categories and Items of the BEF, is scored out of 1000 points. An overall score for the ADRI is determined for each Item. This score is multiplied by the weighted score for that Item and then divided by 10. The total over the 17 Items of the BEF represents an overall score out of a possible 1000 for Award level recognition. Recognition with a Category level Award is of course based on the score derived for that Category.

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	60
		(total:180)
2.0 Strategy and Planning	2.1 Strategic direction	50
	2.2 The planning process	50
		(total: 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	50
		(total: 100)
4.0 People	4.1 A great place to work	80
	4.2 Building organisational capability through people	80
		(total: 160)
5.0 Customer and Market Focus	5.1 Gaining and using knowledge of customers	60
	5.2 Effective management of customer relationships	50
	5.3 Customer perception of value	40
		(total: 150)

6.0 Process Management, Improvement and Innovation	6.1 Identification and management of processes	50	(total: 160)
	6.2 Process improvement and innovation	60	
	6.3 Process outputs	50	
7.0 Success and Sustainability	7.1 Measuring and communicating organisational performance	100	(total: 150)
	7.2 Decision-making based on key stakeholders' perceptions of planned outcomes	50	

SCORING MATRIX

SCORE	APPROACH	DEPLOYMENT OF THE APPROACH	RESULTS OF THE APPROACH AND THIS 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.
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.