

Business Excellence Models and Awards for the Public Sector



A guidebook for
National Productivity Organizations



ASIAN PRODUCTIVITY ORGANIZATION

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1. INTRODUCTION

This guidebook on *Business Excellence Models and Awards for the Public Sector* has been developed through workshops organized by the Asian Productivity Organization's (APO) Centre for Excellence for business excellence.

This guidebook aims to assist national productivity organizations (NPOs) that are:

- Considering whether to introduce a business excellence model or award for the first time in the public sector
- Seeking to enhance an established business excellence model and/or award for the public sector

The guidebook begins with an exploration of the importance of business excellence awards and models through a series of questions and answers. This is followed by a summary of the views of NPOs on business excellence. Thereafter, information is presented on how to promote business excellence, assist organizations in using a business excellence approach, and recognize organizations through an awards process. The last section provides examples of how NPO member economies are implementing business excellence in the public sector.

2. IMPORTANCE OF BUSINESS EXCELLENCE MODELS AND AWARDS FOR THE PUBLIC SECTOR

2.1 What are the Challenges Facing the Public Sector?

There is increasing pressure on the public sector to change the way it goes about its business. It is recognized that the public sector needs to:

- a) **Become citizen-focused and accountable to its citizens.** Citizens now see themselves as consumers of public services and expect governments to provide services that are tailored to the people who are using them. Services need to be user-centric rather than government-centric.
- b) **Use new technologies that make the delivery of government services easier and more convenient for the citizens.** The convergence of four powerful forces - social, mobile, cloud, and information - is driving innovation in the government sector. In particular, new technology is assisting with the development of more intelligent, interactive solutions that focus on individual needs.
- c) **Be smart.** Smart government integrates information, communication, and operational technologies with planning, management, and operations across multiple domains, process areas, and jurisdictions to generate sustainable public value. Smart government reduces unnecessary regulations, bureaucracy, and duplication of roles and services.

- d) **Be connected and be seen as one service provider.** Joined-up government aims to make better use of resources to produce a more integrated or “seamless” set of services so that they are perceived to be provided from one service provider. Thus, a “one-stop shop” may enable a resident to pay local taxes, get information about improvement grants, and access local public health services and advice from a Citizen’s Advice Bureau, all at the same premises or website.
- e) **Work with the private sector.** Governments have turned to public and private partnerships and outsourcing as a way of accessing external expertise and delivering services more cost effectively.

In addition to citizen-driven demands, governments are having to cope with the aftermath of the financial crisis, environmental and climatic issues, increasing energy costs, changing demographics, and the liberalization of trade. These changes require a focus on effectiveness, efficiency, and innovation as a priority. There is now an expectation that achieving “value for money” in the public sector is business as usual and not an exception or a one-off objective.

This guidebook shows how business excellence provides a holistic approach to manage the challenges faced by the public sector, raise productivity levels, and meet stakeholder needs.

2.2 What is Business Excellence?

Business excellence is a philosophy or approach that has evolved from Total Quality Management.

The following are definitions of business excellence:

- It is about developing and strengthening the management systems and processes of an organization to improve performance and create value for stakeholders.
- It is about achieving excellence in everything that an organization does (including leadership, strategy, customer focus, information management, people, and processes) and most importantly, achieving superior business results.
- It is “excellence” in strategies, processes, and stakeholder-related performance results that have been validated by assessments using proven business excellence models.
- It is when the “core values and concepts of excellence” are embedded into an organization’s DNA.

2.3 What are Business Excellence Models?

Business excellence models are designed to help in the understanding of business excellence and to assess organizations on their “level of business excellence maturity”. The two most commonly used models are the EFQM Excellence Model (developed in Europe) and the Baldrige Criteria for Performance Excellence (developed in the USA).

Business excellence models have been developed from a set of “core values and concepts of excellence” or “fundamental principles” that are considered to be the ingredients of success. The core values and concepts for the Baldrige Criteria for Performance Excellence are as follows:

- Systems perspective
- Visionary leadership
- Customer-focused excellence
- Valuing people
- Organizational learning and agility
- Focus on success
- Managing for innovation
- Management by fact
- Societal responsibility
- Ethics and transparency
- Delivering value and results

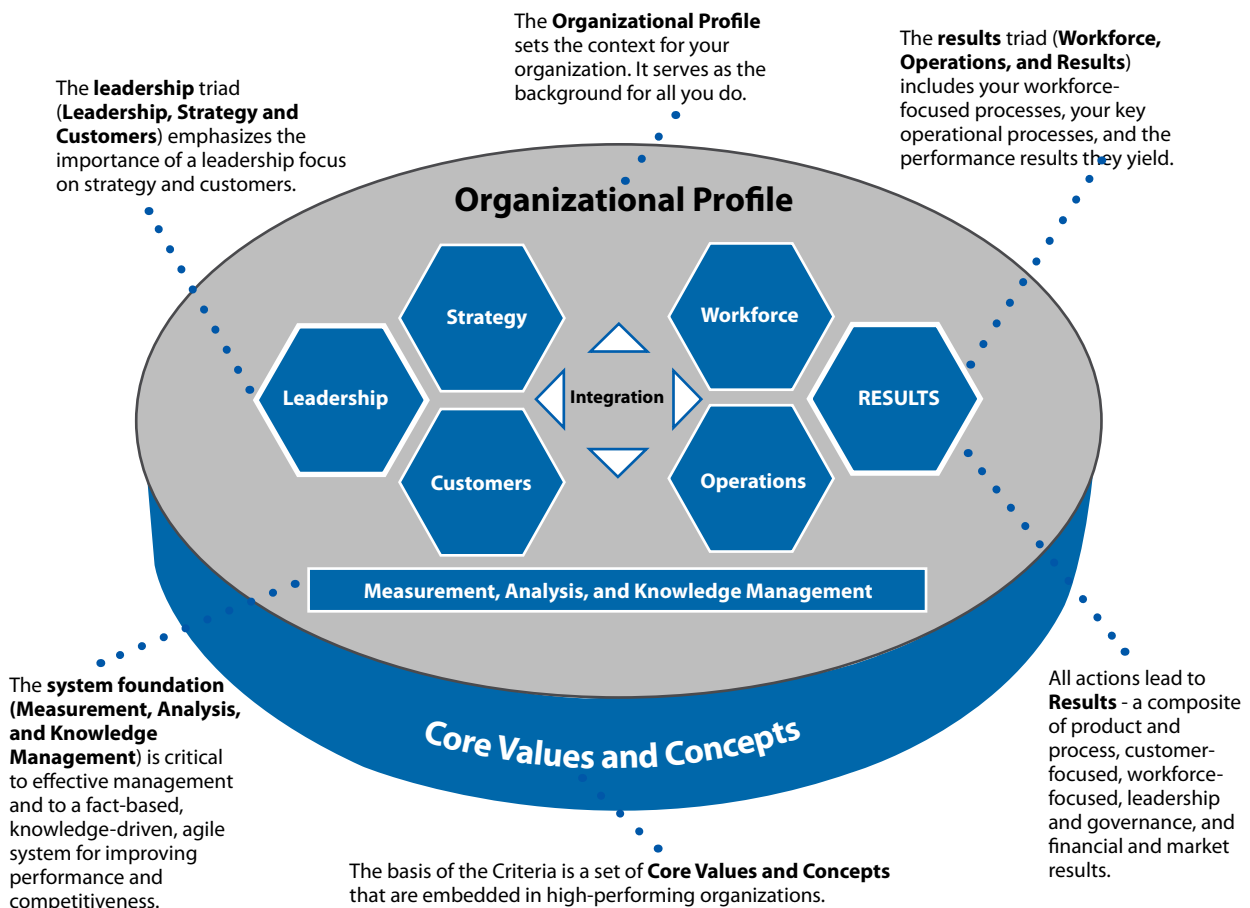
Models such as the Baldrige Criteria for Performance Excellence are used to assess how well the core values and concepts (the ingredients of success) are embedded in an organization.

The Baldrige model is composed of seven categories (Figure 1). The first six are called the “Process” categories, which show what an organization does, and the last is called the “Results” category, which shows what an organization achieves. Good processes lead to good results.

Organizations use business excellence models to identify which processes need to be improved for better results. The models provide managers with a holistic method with which to manage and get buy-in to key decisions that will lead to sustainable and measurable success. An organization’s business excellence approach will be influenced by its Organizational Profile (Figure 1) such as its operating environment, key working relationships, and strategic situation, including competitive environment, strategic challenges and advantages, and performance improvement system.

The seven categories of the Baldrige Criteria for Performance Excellence are:

1. **Leadership.** This category asks how senior leaders’ personal actions guide and sustain your organization. It also asks about your organization’s governance system and how your organization fulfills its legal, ethical, and societal responsibilities.



The **performance system** consists of the six categories in the center of the figure. These categories define your processes and the results you achieve.

Performance excellence requires strong **Leadership** and is demonstrated through outstanding **Results**. Those categories are highlighted in the figure.

The word **"integration"** at the center of the figure shows that all the elements of the system are interrelated.

The **center horizontal arrowheads** show the critical linkage between the leadership triad (categories 1, 2, and 3) and the results triad (categories 5, 6, and 7) and the central relationship between the Leadership and Results categories.

The **center vertical arrowheads** point to and from the system foundation, which provides information on and feedback to key processes and the organizational environment.

Figure 1. An explanation of the Baldrige Criteria for Performance Excellence 2015.

2. **Strategy.** This category determines how your organization develops strategic objectives and action plans, implements them, changes them if circumstances require, and measures progress.
3. **Customers.** This category asks how your organization engages its customers for long-term marketplace success, including how your organization listens to the voice of the customer, builds customer relationships, and uses customer information to improve and to identify opportunities for innovation.
4. **Measurement, Analysis, and Knowledge Management.** This category identifies how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets; how it learns; and how

it manages information technology. The category also determines how your organization uses review findings to improve its performance.

5. **Workforce.** This category ascertains how your organization assesses workforce capability and capacity needs, and builds a workforce environment conducive to high performance. The category also asks how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization's overall business needs.
6. **Operations.** This category asks how your organization designs, manages, and improves its products and work processes, and improves operational effectiveness to deliver customer value and achieve organizational success and sustainability.
7. **Results.** This category looks into your organization's performance and improvement in all key areas - product and process results, customer-focused results, workforce-focused results, leadership and governance results, and financial and market results. The category asks about performance levels relative to those of competitors and other organizations with similar product offerings.

These categories are then broken down into items. Figure 2 shows the items and their relative importance as indicated by the score weighting. This weighting can vary depending on the business excellence model, but most models have a maximum score of 1,000 points. The scoring is important when organizations apply for a national business excellence award as it enables the business excellence maturity of applicants to be assessed. When an organization is not applying for an award, the scores are useful for tracking year-on-year improvements.

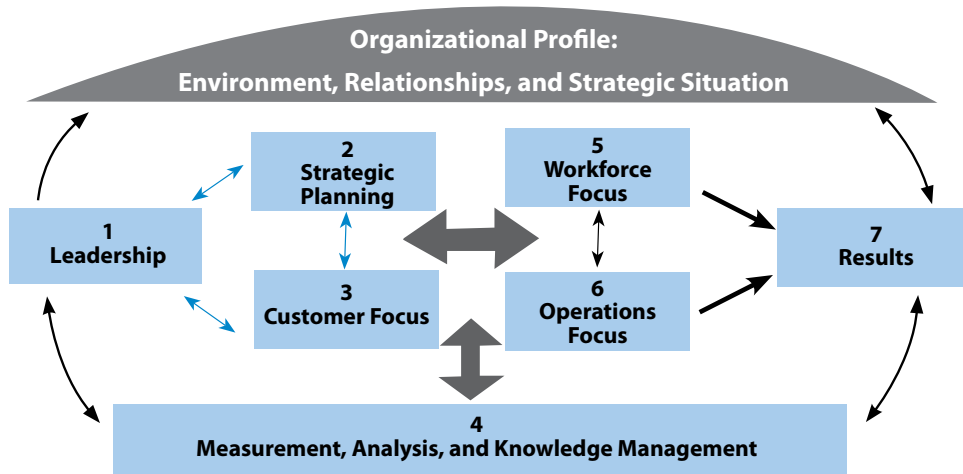
While scores are important for monitoring progress, the main value from using business excellence models is that they help organizations to clearly understand their strengths and opportunities for improvement for each category and item. This information helps organizations to identify what they need to do to improve.

Categories and Items		Point Values
1	Leadership	120
1.1	Senior Leadership	70
1.2	Governance and Societal Responsibilities	50
2	Strategy	85
2.1	Senior Leadership	45
2.2	Strategy Implementation	40
3	Customers	85
3.1	Voice of the Customer	45
3.2	Customer Engagement	40
4	Measurement, Analysis, and Knowledge Management	90
4.1	Measurement, Analysis and Improvement of Organizational Performance	45
4.2	Knowledge Management, Information, and Information Technology	45
5	Workforce	85
5.1	Workforce Environment	40
5.2	Workforce Engagement	45
6	Operations	85
6.1	Work Processes	45
6.2	Operational Effectiveness	40
7	Results	450
7.1	Product and Process Results	120
7.2	Customer-Focused Results	80
7.3	Workforce-Focused Results	80
7.4	Leadership and Governance Results	80
7.5	Financial and Market Results	90
TOTAL POINTS		1,000

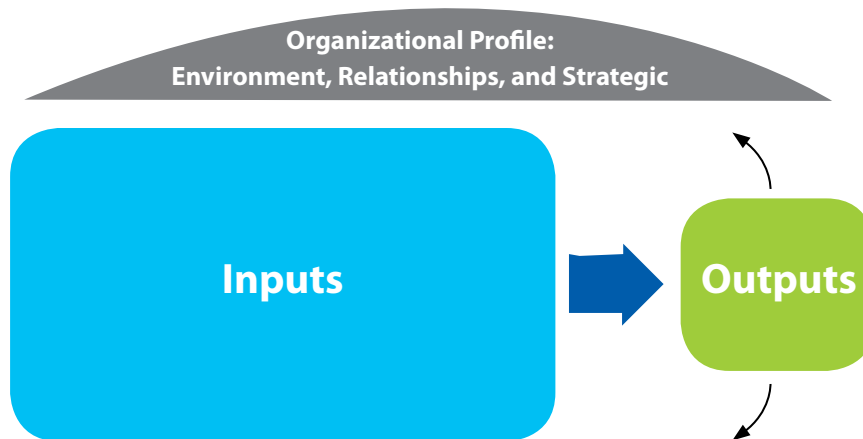
Figure 2. Weighting/scores of the Baldrige Criteria for Performance Excellence 2015.

2.4 Why Are Business Excellence Models Useful for the Public Sector and Productivity Improvement?

Business excellence is recognized as a prime contributor to productivity growth through its holistic approach that links **Inputs** (leadership, strategy, customer focus, workforce focus, operations, and measurement, analysis and knowledge management) to **Outputs** (results). It is perhaps the ultimate productivity framework as it encompasses everything an organization and country should be addressing in order to achieve advances in social, political, economic, and environmental performance (Figure 3).



Business excellence frameworks guide organizations to make the right interventions and the right techniques to produce the best outputs relative to inputs



Business excellence frameworks are the ultimate productivity tool

Figure 3. Business excellence models are productivity models.

2.5 Do You Want a Business Excellence Award or a Business Excellence Strategy for the Public Sector?

Many countries saw the emergence of business excellence awards in other countries and decided to introduce one in their own country. On the face of it, this seems to be a sensible decision, but often the introduction of a business excellence award would not have been clearly thought through. While business excellence awards are important for providing recognition and encouraging the use of business excellence, they are expensive to administer. In addition, as business excellence awards can only be awarded to a few organizations each year, they are unlikely to produce a major transformation of the public sector within a country.

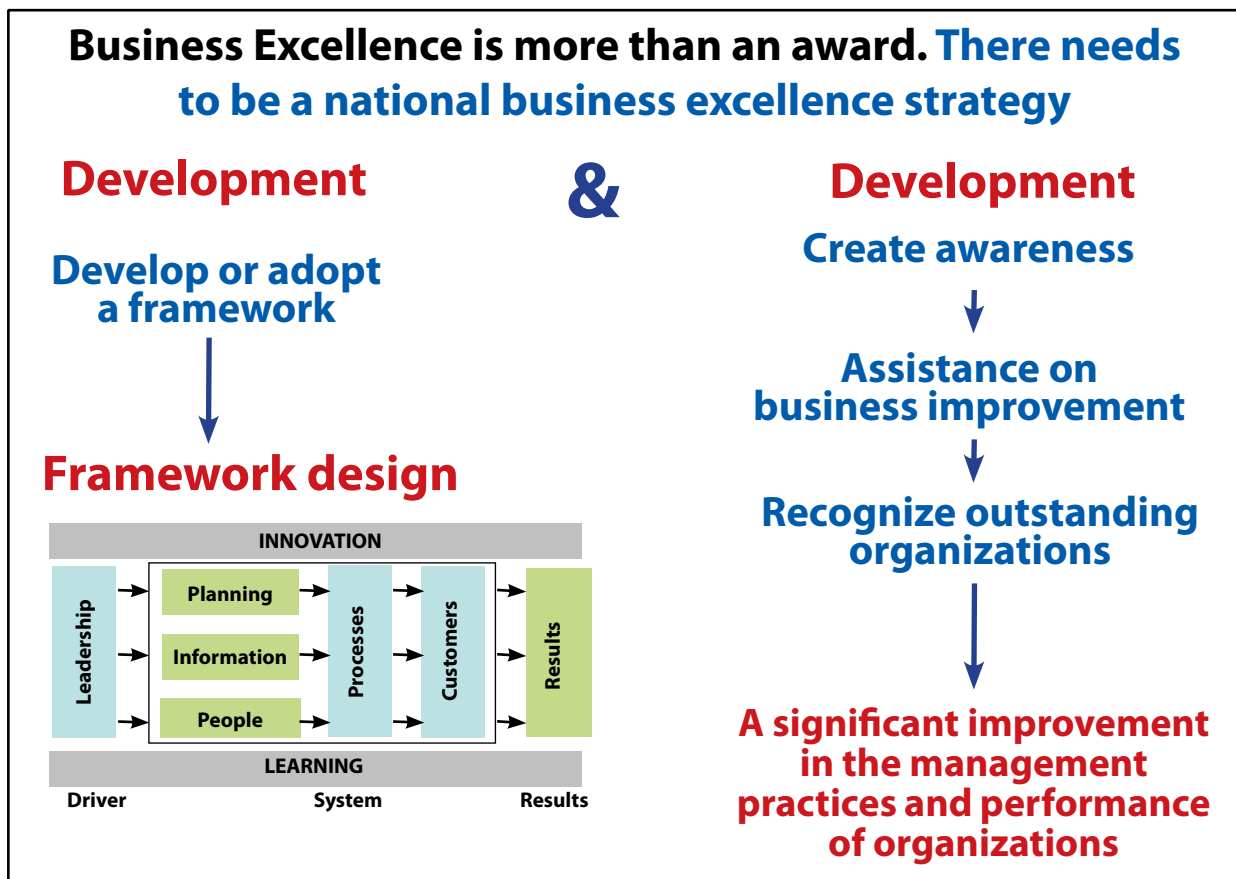


Figure 4: Business excellence awards should be one part of an overall strategy.

Before introducing an award, it is most important that a country carefully considers what it is striving to achieve. If it is to increase the level of use of business excellence across the public sector, it is necessary to have a clear strategy for both the design and deployment of business excellence as illustrated in Figure 4. The strategy should have clear goals, tactics, timelines, and resources allocated.

2.6 What Needs to be Considered When Developing a Strategy for Business Excellence?

The two main considerations when developing a business excellence strategy for the public sector are:

- a) Shall we develop our own business excellence model or adopt one from another country?

Currently, there are 61 countries with a national business excellence award[1]. Approximately, 46% use the EFQM Excellence Model or a tailored version of it, 24% use the Baldrige Criteria for Performance Excellence or a tailored version of it, and the remaining 30% have a unique model. In Asia and the USA, the Baldrige model is the most popular, while the EFQM model is mainly used in Europe and the Middle East.

When making this decision, it is recommended that the following are considered:

- The resource and technical capabilities required to develop a unique business excellence model
- The resource and technical capabilities required to determine whether a unique business excellence model is fit for purpose (validated through testing and research)
- The resource required to update the design of a unique business excellence model every two to five years to keep pace with a changing business environment
- The credibility of a unique design versus the credibility of an internationally recognized model. For instance, will the unique design be understood by an international audience when showcasing the effectiveness of the public sector or the quality of products/services produced by the private sector?
- The appeal to organizations of a unique design versus an internationally recognized model
- The ability to benchmark the scores and practices of organizations using an established design with other countries (this is likely to be difficult unless an internationally recognized model is used)
- The ability to use international expertise to assist with training and advice
- The experience of other countries that have used a unique model in comparison to those that have used an established design

As can be surmised from the above set of questions, there needs to be a very good reason if a country is to move away from an internationally recognized model.

b) How do we achieve widespread use of business excellence across the public sector?

To achieve widespread use of business excellence, it is necessary to have processes in place for:

- Awareness: to create awareness and understanding of business excellence
- Application: to assist organizations in improving their level of business excellence
- Recognition: to recognize organizations that have achieved outstanding levels of business excellence

An example of a business excellence strategy for the public sector is shown in Figure 5. This contains a vision, mission, and goals that are measurable. These goals should be broken down further into specific actions for the short and long term.



Figure 5. An example of a business excellence strategy for the public sector.

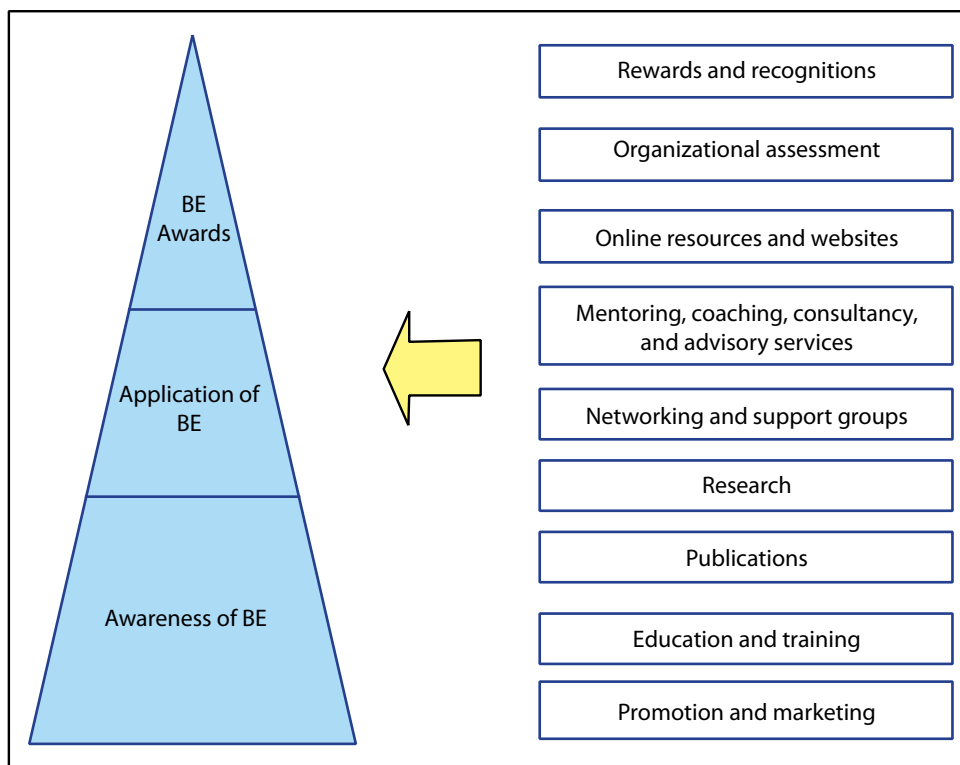


Figure 6. Examples of the types of services needed to support a business excellence strategy for the public sector.

Figure 6 provides examples of the types of services that could be provided to deliver the strategy. These services are explained in more detail in sections 4, 5, and 6.

3. VIEWS OF NPOS ON BUSINESS EXCELLENCE

This section shares the business excellence views of NPOs that attended the Workshop on Quality Awards for the Public Sector on 27–30 October 2014 in Singapore. The participants were divided into groups and asked a series of questions. A summary of their responses is provided below.

3.1 What are the Similarities And Differences Between the Various Awards Held in Each Country?

The similarities and differences between business excellence awards:

Similarities:

- In most countries, it is a government priority to have a national productivity award.
- Usually, there is one award that is most recognized in each country.
- There are many awards for the public sector in most countries.
- Most business excellence awards in Asia are based on the Baldrige Criteria for Performance Excellence and, therefore, have similar criteria.
- Most business excellence awards contain enablers and result categories.
- Third party/independent assessments are undertaken on award applicants.
- Most have different types of awards for organizations/teams/process areas and individuals.
- Most awards have a road map for achievement with awards at different levels of performance (e.g., Gold, Silver, and Bronze).

Differences:

- Some awards apply different scoring systems and methodologies.
- The administrators or owners of the awards vary from private, public, to not-for-profit.
- Some awards are tailored for the public sector.
- Different incentives are used for participating in awards, some monetary and some not.
- Some awards are mandatory to participate in for the public sector, while others are voluntary.

- Most awards use primarily experienced business professionals as assessors, but others use primarily academics.

3.2 Which Awards Have Been the Most Successful?

The Singapore Quality Award was described as the most successful based on:

- Strong commitment and support of senior leaders (prime minister and CEOs)
- High level of experience of administrators (SPRING Singapore) and high level of resource support
- Use of Singapore Quality Class and self-assessments as a feeder to the Singapore Quality Awards
- High participation rates from the public and private sectors
- High level of knowledge sharing
- Sustainable over the long time
- Strong results for organizations and the country as a whole
- Its cultivation of a mindset to “continuously improve”. For example, its mantra of “the journey is the destination” rather than an award being the destination

Other award systems that were considered as successful were Fiji’s Service Excellence Award and Sri Lanka’s National Productivity Award. Both of these have prime ministerial support and strong participation rates by the public sector.

3.3 Why are Some Awards Successful and What are the Key Ingredients for Success?

- Strong leadership support from the prime minister and key officials
- Strong marketing and branding
- Clear road map of support to help organizations from a low level of business excellence to world-class performance
- Simple self-assessment tools to encourage organizations to start and maintain their business excellence journey
- Professionally administered awards process with clear schedules and instructions
- Fair and credible award assessments
- Mentoring/coaching to help organizations to improve

- Up-to-date awards model
- Helpful feedback report
- Best practice sharing by award recipients and applicants
- High standard of training for assessors
- Raising the awareness of the importance of a subject
- Guiding users on what is good practice through the award criteria
- Organizations using the award criteria for self-assessment
- Motivation for organizations to implement improvement initiatives
- Award winners becoming role models
- Award winners creating communities of practice
- Tertiary institutes providing support through business excellence research and educating graduates on business excellence

3.4 Why are Some Awards Not Successful and What are the Barriers or Challenges that May Hinder the Impact of an Award?

- Lack of awareness of an award
- Awards may not be supported by the government (financially or through policies or other support)
- Awards not supported by large corporates and/or potential sponsors
- Awards can be expensive to administer
- Lack of consultants and assessors to support the award
- Limited know-how or technical expertise on how to administer awards
- No long-term plan on how to sustain the awards
- Awards are dependent on the government in power or are affected by a change in leadership of the administrative body
- Awards if not administered effectively with an independent and fair judging process run the risk of losing their credibility
- Too many awards of a similar nature can create confusion as to which ones are most credible

- Lengthy/complicated process of application
- Application fee may be too much
- Organizational culture not ready for business excellence or awards
- Awards may become the destination, and once achieved, the organization may revert to their previous state
- Organizations may focus too much on the award rather than on their business
- Outcomes from the awards are difficult to measure

3.5 If You Were Responsible for Selecting Awards and Devising an Awards Structure and Processes to Improve a Whole Country, What Would You Recommend?

- The government to be encouraged to have policies related to the use of business excellence and awards
- Strong relationships with the public and private sector to be sought
- Resources would be found to support the awards and ensure sustainability
- Integrate all national awards and ensure they align with national strategic priorities
- Introduce tailored awards and assessment methods based on organizational maturity and number of employees
- Tailor the awards process to fit the country's needs to encourage applicants, but ensure the award criteria are aligned with an accredited international model
- Develop strong publicity and communication mechanisms
- Provide information to potential donor agencies on why they should fund an awards program
- Make the application process more simple and friendly
- Site visits to be encouraged to minimize the preparation of lengthy reports
- Make sure the awards process is transparent and assessments are objective
- Robustly measure the success of an awards program. Therefore, introduce measures on awareness, use of self-assessments, number of award applicants, and economic and societal impacts

3.6 How Can the APO and NPO Help in terms of Improving Your Current Award System and What Projects Could be Undertaken?

- Awareness programs to assist in obtaining policy changes or secure greater government support
- Site visits to winners for learning and replication among APO member economies
- Site visits to successful award administrators for learning and replication of award processes
- Research showing the benefit of awards and business excellence models
- Studies to compare awards and business excellence strategies and services between APO member economies in order to identify best practices
- Learning about other award approaches that do not require award applicants writing long application documents
- Sharing award applicant reports between member economies through the APO website/publications with translations in English
- Benchmarks and best practices shared between member economies through a best practice portal
- Events and activities to encourage regional benchmarking and best practice sharing
- APO (and experts) to provide assistance on developing and sustaining national business excellence strategies
- Assessor exchange program to assist in developing the skills of assessors
- Publications on best practices or business excellence case studies

4. PROMOTING BUSINESS EXCELLENCE

This section presents a list of activities that can be implemented to raise awareness of business excellence in the public sector. Business excellence administrators should consider which activities will bring the largest increase in awareness in the short and long term, and design and implement an appropriate awareness plan.

4.1 Promotion and Marketing

- Key stakeholders that have a vested interest in the success of business excellence across the public sector should be identified and invited to assist in developing the promotional campaign and roll it out through their networks. Stakeholders may include educators (schools, universities, ministries of education, and training organizations), public-sector organizations (civil

service colleges, local government associations, representatives from major government sectors such as health, defense, and utilities), policy makers (governments, prime ministers' offices), and consultants. Involving stakeholders has been a key success factor for those countries with a high level of business excellence awareness.

- For a promotional campaign to be successful in the public sector, it is necessary to have strong ministerial support that is highly visible (at launch events, awards, and through written endorsements). This will encourage public-sector organizations to seriously consider business excellence as the mechanism for improvement.
- Consideration should be given as to whether the use of business excellence assessments could be made mandatory or if strong incentives for business excellence use can be devised.
- It is recommended that NPOs use business excellence as a means to improve their own organization's performance and set an example for the public sector to follow. This will ensure NPO staff are knowledgeable about business excellence and can convince others to follow their path.
- Marketing materials should describe the variety of ways that business excellence can help the public sector to improve. Business excellence models can help organizations to improve in a multitude of ways, for example:
 - i) Risk management and governance - Public-sector organizations need to be particularly conscious of their responsibilities and maintain high levels of governance and accountability, including clear and effective processes for managing risk. Regular business excellence self-assessments and independent assessments can go some way in fulfilling this role and questioning whether current approaches are appropriate;
 - ii) Supply chain improvement - Business excellence assessments can be used to assess the systems and performance of suppliers to the government. Such an approach can improve the success rate of major government contracts with less wastage of public funds (and also encourage business excellence use in the private sector); and
 - iii) Buy-in of employees to strategy - Business excellence models help managers and employees to have a common viewpoint on the health of their organization and the key issues that are faced. This enables managers and employees to unite together behind the organization's strategy.
- More resources should be directed towards promoting business excellence to the leaders of public-sector organizations showing how these resources can add value (both in the short and long term).
- Examples of promotion and marketing that can be conducted are:
 - i) Providing free materials such as posters and publications on business excellence (hard copy and soft copy);
 - ii) Promoting business excellence through mass media (such as press releases);

- iii) Promotion via website to explain business excellence and its benefits;
- iv) Organizing road shows (presentations and events in different towns and cities) to promote business excellence;
- v) Obtaining the assistance of assessors to promote and explain business excellence;
- vi) Obtaining the assistance of organizations that already use business excellence to promote it;
- vii) Encouraging schools to promote and teach business excellence to their students;
- viii) Encouraging tertiary institutions to promote and teach business excellence to their students;
- ix) Encouraging government training colleges to provide business excellence training to all public-sector officers; and
- x) Raising the profile of business excellence award winners via websites, conferences, and mass media.

4.2 Education and Training

- Education and training should be provided to explain what business excellence is and how it adds value. Business excellence awareness training, workshops, seminars, forums, webinars, study tours, and/or conferences should be offered. These may be offered for free or subsidized.
- Training courses on business excellence should cover:
 - i) What is business excellence?;
 - ii) Business excellence core values and concepts;
 - iii) What are business excellence models?;
 - iv) The role of business excellence in improving public-sector productivity;
 - v) Business excellence assessments (self-assessments and independent assessments);
 - vi) The benefits of business excellence for the public sector; and
 - vii) Success stories of business excellence in the public sector.
- Whenever possible, role model organizations that have adopted business excellence should be encouraged to give public presentations to share their experiences.
- Education on business excellence models is required to emphasize that they are assessment models, and that organizations should focus more on embedding the core values and concepts of excellence. In particular, business excellence should be promoted as an overarching model within which other business improvement initiatives fit (Figure 7).

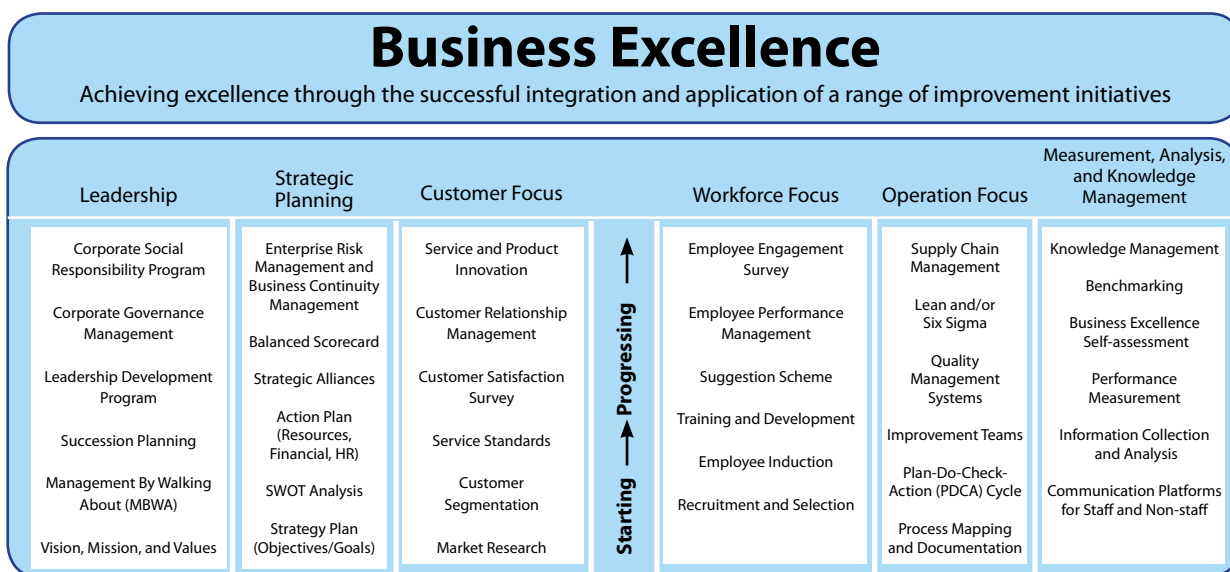


Figure 7. Business excellence is as an overarching model for managing improvement initiatives and quality tools.

4.3 Publications

- Prepare business excellence awareness guidebooks, toolkits, and/or slide sets that are attractive and useful for the public sector.
- Ensure the publications are easy to understand and useful through obtaining feedback from public-sector employees.
- Distribute business excellence awareness guidebooks, toolkits, and/or slide sets.

4.4 Research

- Regularly measure levels of business excellence awareness to assess the impact of awareness activities. Measures may be indirect, such as level of attendance at seminars/conferences, number of website visitors, or number of article downloads. Direct measures can be obtained from surveying (by phone/postal/e-mail survey) a random sample of organizations to assess awareness and understanding levels. Direct measures provide the most accurate measure of awareness levels.
- Collaborate with universities and colleges to conduct research on how to raise awareness levels of business excellence.

5. APPLYING AND ENCOURAGING THE USE OF BUSINESS EXCELLENCE

This section presents a list of activities that can be implemented to help the public sector to improve its performance through the implementation of business excellence.

5.1 Education and Training

- Training should be provided to help public-sector organizations understand how to develop a business excellence culture. For example, experiences or best practices might be shared on how to develop a business excellence culture or improve performance in the various business excellence categories.
- Educate the public sector on how to measure the return on investment of business excellence. Measuring business excellence-related initiatives and their successes will help public-sector organizations to obtain buy-in to business excellence and show stakeholders that the public sector is effectively managed.
- Consider organizing free or subsidized training, workshops, seminars, forums, webinars, study tours, and/or conferences to help public-sector organizations to implement business excellence.
- Provide a certified training course in business excellence (i.e., a certificate, diploma, or master's degree). This may require collaborating with civil service colleges or universities to offer these courses/qualifications.
- Provide continuous learning and/or competency development programs for business excellence.

5.2 Networking and Support Groups

- Build up a pool of business excellence practitioners, training providers, certified consultants, award winners, assessors, partners (e.g., key associations/stakeholders/anchor companies), and business excellence-certified organizations.
- Develop communities of practice for those involved in business excellence. For example, organize separate networking groups for:
 - i) Practitioners;
 - ii) CEOs/senior managers of business excellence organizations;
 - iii) Certified training providers;
 - iv) Certified consultants;
 - v) Award winners;
 - vi) Certified organizations;
 - vii) Assessors; and
 - viii) Partners (e.g., key associations/stakeholders/anchor companies).
- Particular thought should be given to involving CEOs and senior managers in networking and support groups.
- Provide opportunities for sharing and learning from the public sector in other countries.

5.3 Publications

- Provide access to business excellence-related information through publications (soft copy and hard copy). For example, show best practice case studies, examples of business excellence applications (demonstrating the variety of ways that business excellence has helped the public sector), the types of business excellence assessments that can be used, benchmarks, and descriptions of business improvement tools and techniques.
- If resources are available, invest in video or instructional materials on business excellence to simplify the technical concepts of business excellence.
- Prepare business excellence implementation guidebooks, toolkits, and/or slide sets that are attractive and useful for public-sector organizations.
- Provide business excellence self-assessment tools as paper copies.
- Provide copies of business excellence submission documents from award winners (hard copy and/or soft copy).
- Provide government sector with specific business excellence guides to explain business excellence in terms relevant to the sector (e.g., for the health and education sectors).

5.4 Mentoring, Coaching, Consultancy, and/or Advisory Services

- Provide business excellence mentoring, clinics, coaching, and advisory services.
- Provide access to business excellence consultants, assessors, and experts for advice and assistance.
- Provide benchmarking and consulting services to assist the public sector to learn from best practices.
- Pilot business excellence within a cluster of public-sector organizations and provide mentoring/consultancy support.

5.5 Online Resources/Websites on Business Excellence

- Provide access to business excellence online resources or websites. It is recommended that all NPOs have a website that contains local business excellence information. In addition, NPOs can direct organizations to established websites such as:
 - i) Baldrige Performance Excellence Program (<http://www.nist.gov/baldrige/>). This website provides a wealth of information on the Baldrige Criteria for Performance Excellence;
 - ii) EFQM (<http://www.efqm.org>). This website provides a wealth of information on the EFQM Excellence Model; and

iii) Business Performance Improvement Resource (<http://www.bpir.com>). This website provides best practice case studies for the criteria of both the Baldrige and EFQM models.

- Provide online business excellence forums/discussions.
- Provide business excellence self-assessment tools - online/soft copy/hard copy versions.

5.6 Assessment Tools

- Develop business excellence self-assessments specific to the public sector. These could range from simple to sophisticated self-assessment tools. Simple tools are useful for obtaining quick feedback on strengths and opportunities for improvement. Sophisticated self-assessment tools usually provide a more accurate assessment of strengths and opportunities for improvement and may provide instructions on how to involve many stakeholders in the assessment and reach a consensus decision. Sophisticated self-assessment tools may also provide opportunities for benchmarking self-assessment scores with other organizations.
- Self-assessments could be used to certify public-sector organizations at “government class” if used in conjunction with a validation process.
- Provide business excellence assessments facilitated by certified consultants.

5.7 Research on Business Excellence

- Regularly measure levels of business excellence use. Measures may be indirect such as sales of self-assessment tools, participation in business excellence-related networks or forums, or number of award applicants. Direct measures can be obtained from surveying (by phone, post, or web-based) a random sample of organizations to assess use levels. Direct measures provide the most accurate measure.
- Collaborate with universities and colleges to conduct research on how to implement business excellence successfully.

6. RECOGNIZING BUSINESS EXCELLENCE IN ORGANIZATIONS THROUGH AN AWARDS PROCESS

This section presents a list of awards-related activities to recognize public-sector organizations.

6.1 Reward and Recognition

- NPOs to learn from each other about how to raise the profile of their awards. Awards are a key mechanism for raising the profile of business excellence and maintaining the commitment of current adopters and award winners. However, when promoting the awards, care needs to be taken to ensure that the awards do not become the main goal (as only a few organizations can win an award). The main focus should be to attract a large number of public-sector organizations to embark on a journey of business excellence.
- NPOs to consider providing a variety of awards such as awards for different geographic regions, government sectors, and for different categories of excellence. Figure 8 illustrates how awards could be provided for each category supported by development programs.

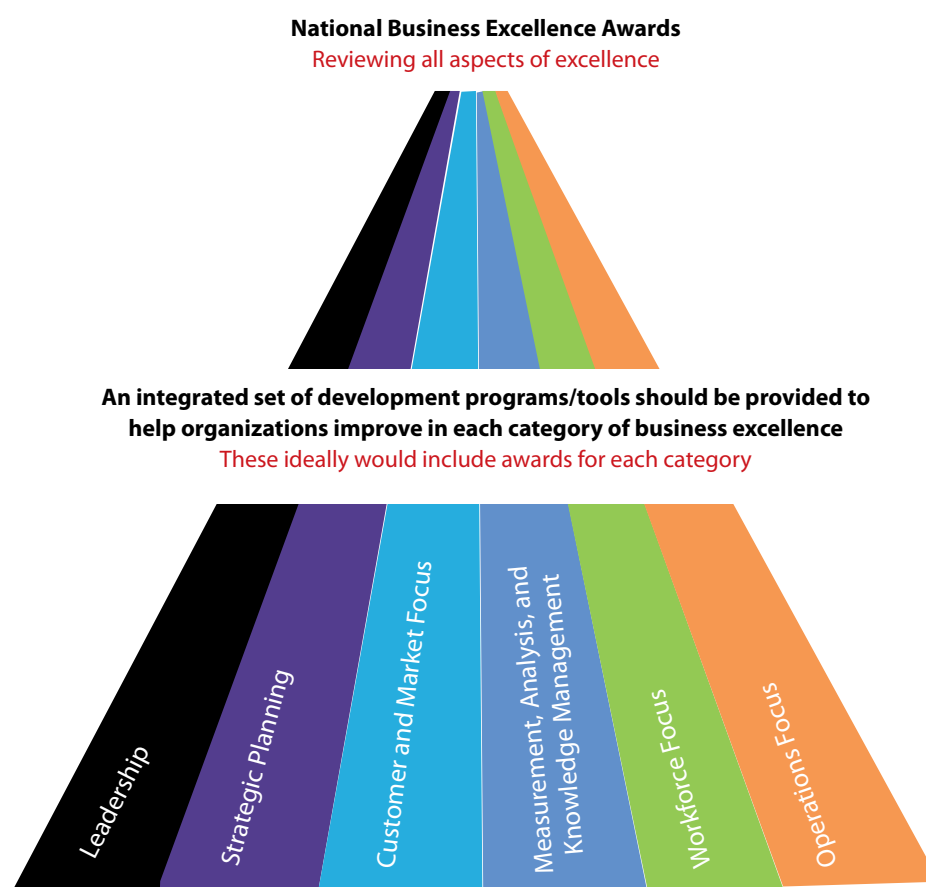


Figure 8. Awards for each category of business excellence to be considered.

- Provide business excellence certification or recognition to those organizations that reach a specified standard of business excellence (such as the Singaporean example of Singapore Quality Class, Singapore Innovation Class, Singapore Service Class, and People Developer Class).
- Provide business excellence certification and awards logos for branding and marketing purposes.
- Profile leading organizations via websites, conferences, best practice cases, and mass media to encourage more organizations to follow the business excellence path.
- NPOs need to review the processes for applying and assessing organizations for business excellence awards. A sizeable proportion of companies in an APO study[2] believed that the following award processes were in most need of improvement:
 - i) Feedback reports to the applicant;
 - ii) Publicity surrounding the awards;
 - iii) Guidelines and assistance for potential applicants on submitting an awards application; and
 - iv) Business excellence assessor training.
- A wide range of awards-related services should be provided such as:
 - i) Launch events for the award;
 - ii) Assessor selection process;
 - iii) Assessor training;
 - iv) Senior assessor training/instruction (e.g., for the leader of an evaluation team);
 - v) Guidelines and assistance for potential applicants on submitting an award;
 - vi) Application document;
 - vii) A guidebook to explain the business excellence model;
 - viii) Support provided to ensure assessor teams follow due process (e.g., additional mentoring or use of observers);
 - ix) Eligibility/selection criteria and a process to determine which applicants are considered for an award (this may involve a short-listing process);
 - x) Site visits to award applicants;
 - xi) A consensus meeting/process to discuss and agree on the feedback to give to applicants;
 - xii) Feedback reports to the applicant (presentation and content);
 - xiii) Judging panels;
 - xiv) Award ceremonies;
 - xv) Opportunities for applicants and assessors to suggest improvements to the awards process; and
 - xvi) General management of the awards process.
- Advice should be sought from countries that have organized successful award programs on how to undertake each one of the above processes.

6.2 Networking and Support Groups

- Build up a pool of business excellence award winners, business excellence-certified organizations, business excellence assessors, and business excellence partners (e.g., key association/stakeholders/anchor companies) to share experience and learn from each other.
- Develop communities of practice for award-winning organizations and those involved in the awards process.
- Continue to involve and help award winners; this will enable award winners to sustain their level of excellence and remain as role models.
- Set up an award winners' forum enabling the leaders of award winners to meet on a regular basis.
- Provide opportunities for sharing and learning between public-sector organizations in other countries.
- Exchange senior assessors with other countries to broaden their knowledge and to obtain feedback on the awards process and scores for calibration purposes.

6.3 Research

- Conduct an in-depth study to: (a) identify key success factors in public-sector organizations that have won business excellence awards; (b) identify the problems/challenges public-sector organizations face and how they are overcome through business excellence. This information will assist in developing guidelines on the best way to implement and sustain business excellence.
- Collaborate with universities and colleges to conduct research that is related to business excellence awards.

7. EXAMPLES OF BUSINESS EXCELLENCE AWARDS AND INITIATIVES FOR THE PUBLIC SECTOR IN APO MEMBER ECONOMIES

This section describes the business excellence awards and initiatives used by Fiji, the Philippines, and Sri Lanka for the public sector. Fiji and Sri Lanka have been successful in obtaining high levels of commitment to their programs, while the Philippines has recently introduced a "government excellence class" initiative to increase the use of business excellence in its public sector. Further information on the approaches of Fiji, the Philippines and Sri Lanka is shown within Tables 1, 2, and 3.

Table 1. Business excellence awards and initiatives in Fiji as of 20 November 2015.

Is there a national business excellence award in your country? If so, what is it called?	Fiji Business Excellence Awards
Can public-sector organizations apply for this award?	Yes
Is there a separate business excellence award for the public sector? If so, what is it called?	Service Excellence Awards for the public sector
Which organization administers the award?	Fiji Business Excellence Awards - National Training and Productivity Centre of the Fiji National University Service Excellence Awards - Public Service Commission
When did the award start?	Fiji Business Excellence Awards - 1998 Service Excellence Awards - 2005
Is participation in the award voluntary or mandatory?	Fiji Business Excellence Awards - Voluntary Service Excellence Awards - Mandatory for 21 ministries
Does the prime minister visibly support the award?	Yes for both awards
What model is used for the award?	Baldrige Excellence Framework for both awards
What is the maximum point score that can be achieved?	1,000 points for both
What is the awards process? How are applicants assessed?	We follow a similar approach as Baldrige and ABEF (Australian Business Excellence Framework): <ul style="list-style-type: none"> • Announcement of the commencement of Service Excellence Awards (February) • Training of Service Excellence Awards champions and evaluators (March–April)

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Table 1. Business excellence awards and initiatives in Fiji as of 20 November 2015.

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	<ul style="list-style-type: none"> • Receipt and distribution of Service Excellence Awards desktop submissions (June) • Desktop evaluation and consensus meetings. Site visits and formulation of feedback reports (June–August) • Panel of review (September) • Awards nights (October) • Face-to-face interview with agencies (October/November) • Review workshops for champions and evaluators (November) • Ongoing training and awareness to staff
<p>Is the business excellence framework and method of assessment as rigorous as that provided by the administrators of the Baldrige Excellence Framework and EFQM Model?</p>	<p>Yes, we believe so as we have had international trainers from these programs validate our training and awards approach</p>
<p>Are there levels of excellence that public-sector organizations can attain, e.g., gold, silver, and bronze?</p>	<p>For the Service Excellence Award, we have the following levels of recognition:</p> <p>Prime Minister’s Award: > 700 points</p> <p>Fiji Public Service Excellence Prize: 551–700 points</p> <p>Achievement in Service Excellence: 401–550 points</p> <p>Commitment to Service Excellence: 300–400 points</p>
<p>How many public-sector organizations are there in your country? Include ministries and public entities (schools, hospitals, libraries, councils, etc.)</p>	<p>Up to 33 public-sector organizations that include ministries, departments, and statutory organizations</p>
<p>In 2014, how many public-sector organizations applied for the award?</p>	<p>21 ministries (mandatory)</p>

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Table 1. Business excellence awards and initiatives in Fiji as of 20 November 2015.
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<p>How many public-sector organizations have won the award at the highest level (world-class level) in the last five years?</p>	<p>Fiji Business Excellence Awards - no public-sector organization has been recognized at the world-class level</p> <p>Service Excellence Award - two organizations were recognized at the highest level in 2014</p>
<p>Do you aggregate the business excellence data from across the public sector so that you know the average public sector score?</p>	<p>Yes, and we can show how the ministries' scores have changed year on year</p>
<p>Do you have best practice sharing events, where the high performers in business excellence share their best practices with others?</p>	<p>Yes, we have a number of best practice events, including a major conference</p>
<p>Do you provide self-assessment tools so that organizations can assess themselves against the model?</p>	<p>Yes</p>
<p>In 2014, do you know how many public-sector organizations undertook a business excellence self-assessment? If so, how many?</p>	<p>Up to 33 public-sector organizations</p>
<p>Are major changes to the awards program planned? If so, please describe</p>	<p>We plan to merge the Fiji Business Excellence Award and the Service Excellence Awards</p>
<p>Are there any other important awards in your country that public-sector organizations apply for?</p>	<p>Public-sector organizations participate in the National Convention on Quality and the Fiji Business Excellence Awards</p>

Table 2. Business excellence awards and initiatives in the Philippines as of 20 November 2015.

Is there a national business excellence award in your country? If so, what is it called?	The Philippines Quality Award (PQA)
Can public-sector organizations apply for this award?	Yes
Is there a separate business excellence award for the public sector? If so, what is it called?	No, but we are introducing a Government Excellence Class (GEC) scheme in 2015
Which organization administers the award?	The PQA award manager is the Department of Trade and Industry, and the award administrator for the public sector is the Development Academy of the Philippines
When did the award start?	1997
Is participation in the award voluntary or mandatory?	Voluntary
Does the President visibly support the award?	Yes, the President of the Republic of the Philippines is the Patron of the Award who approves, announces, and personally confers the PQA on the recipients
What model is used for the award?	Baldrige Excellence Framework
What is the maximum point score that can be achieved?	1,000
What is the awards process? How are applicants assessed?	Following the Baldrige process, applications are submitted and reviewed by assessment teams, followed by site visits, feedback reports, assignment of scores, review of award contenders by judges, and finally the conferring of awards
Is the business excellence framework and method of assessment as rigorous as that provided by the administrators of the Baldrige Excellence Framework and EFQM Model?	Yes, at an equivalent level

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Table 2. Business excellence awards and initiatives in the Philippines as of 20 November 2015.

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<p>Are there levels of excellence that public-sector organizations can attain, e.g., gold, silver, and bronze?</p>	<p>Yes, there are currently four levels:</p> <ul style="list-style-type: none"> a) Philippine Quality Award for Performance Excellence b) Recognition for Mastery in Quality Management c) Recognition for Proficiency in Quality Management d) Recognition for Commitment to Quality Management <p>At the moment, we are currently introducing a GEC at a Committed Level to be assessed by self-assessment</p>
<p>How many public-sector organizations are there in your country? Include ministries and public entities (schools, hospitals, libraries, councils, etc.)</p>	<p>Approximately 5,000, excluding primary schools</p>
<p>In 2014, how many public-sector organizations applied for the award?</p>	<p>Some 35 public-sector organizations have applied for the PQA since it started in 1997; however, this is expected to expand rapidly with the broadened adoption of ISO 9001 Quality Management System among government organizations and with the introduction of self-assessment tool through the GEC</p>
<p>How many public-sector organizations have won the award at the highest level (world-class level) in the last five years?</p>	<p>None; this is a key reason for implementing the GEC program, so that there is a large understanding and use of business excellence that will ultimately lead to more award applicants and winners</p>
<p>Do you aggregate the business excellence data from across the public sector so that you know the average public sector score?</p>	<p>Yes, but the data is limited to a few recipient organizations from the public sector and the expectation is for it to be expanded through the GEC program</p>

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Table 2. Business excellence awards and initiatives in the Philippines as of 20 November 2015.

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<p>Do you have best practice sharing events where the high performers in business excellence share their best practices with others?</p>	<p>Yes, this is done through an annual PQA Winners Forum that provides a venue for PQA recipients to share their best practices</p>
<p>Do you provide self-assessment tools so that organizations can assess themselves against the model?</p>	<p>Yes, through the GEC program</p>
<p>In 2014, do you know how many public-sector organizations undertook a business excellence self-assessment? If so, how many?</p>	<p>A handful. We hope to change this through the GEC program</p>
<p>Are major changes to the awards program planned? If so, please describe</p>	<p>Yes, a GEC program was introduced this year, where all public-sector organizations were encouraged to participate in (this included the use of self-assessment and validation of their score), and should the organization meet the required score and has a clear action plan in place, it will be awarded the GEC</p>
<p>Are there any other important awards in your country that public-sector organizations apply for?</p>	<p>Yes, the following are some of them:</p> <ol style="list-style-type: none"> 1. Government Quality Management Program (GQMP) recognizes citizen-driven government organizations that have attained ISO 9001 quality management system certification 2. Seal of Good Local Governance (SGLG) symbolizes integrity and good performance of local government units 3. Honour Awards Program (HAP), an awards program for outstanding work performance and for exemplary conduct and ethical behaviour of government officials and employees

Table 3. Business excellence awards and initiatives in Sri Lanka as of 20 November 2015.

Is there a national business excellence award in your country? If so, what is it called?	We have the Sri Lanka National Quality Award (based on the Baldrige Model), and the National Productivity Awards (based on a business excellence model design) for the following three sectors since 2003: <ul style="list-style-type: none"> • Public sector • Manufacturing and service sector • School sector
Can public-sector organizations apply for this award?	Yes
Is there a separate business excellence award for the public sector? If so, what is it called?	Yes, in terms of productivity award
Which organization administers the award?	<ul style="list-style-type: none"> • Sri Lanka Standards Institute organizes the Sri Lanka National Quality Awards • National Productivity Secretariat of Sri Lanka administers the National Productivity Awards
When did the award start?	National Productivity Awards since 2003
Is participation in the award voluntary or mandatory?	National Productivity Awards is voluntary
Does the Prime Minister visibly support the award?	National Productivity Awards - Yes, the Prime Minister attends the award ceremony
What model is used for the award?	<p>National Productivity Awards, which is our own model and it has similarities to both Baldrige and the EFQM</p> <p>Sri Lanka National Quality Award - Baldrige based</p>
What is the maximum point score that can be achieved?	1000 points for both

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Table 3. Business excellence awards and initiatives in Sri Lanka as of 20 November 2015.
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<p>What is the awards process? How are applicants assessed?</p>	<p>The Sri Lanka National Quality Award follows the typical Baldrige process</p> <p>The National Productivity Awards follow this process:</p> <ul style="list-style-type: none"> • Create awareness on the National Productivity Awards and guide and assist institutions to enhance productivity • Declare the National Productivity Competition • Conduct criteria explaining seminars at district level • Declare deadlines to submit reports to the National Productivity Steering Committee • Assessors training and awareness • Entering the received reports into the database and categories • Conduct Desktop Evaluation and short list accordingly • Plan field assessments and complete field visits within the months • Short list accordingly and categorize the award winners • Conduct senior assessors meeting and discuss critical areas and decide second visits • Compare the results with second visits and do the finalizations • Submit the results to the Operational Committee and discuss and finalize • Submit the results to the National Productivity Steering Committee and obtain the approval • Declare the winners and conduct the National Productivity Awards Ceremony
<p>Is the business excellence framework and method of assessment as rigorous as that provided by the administrators of the Baldrige Excellence Framework and EFQM Model?</p>	<p>The Sri Lanka National Quality Award follows the typical Baldrige process, therefore, it is rigorous</p>

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Table 3. Business excellence awards and initiatives in Sri Lanka as of 20 November 2015.
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	<p>National Productivity Awards are designed to encourage maximum participation and provide a fair assessment, which encourages more organizations to practice productivity concepts, and thus, have a considerable impact on improving effectiveness and efficiency</p>
<p>Are there levels of excellence that public-sector organizations can attain, e.g., gold, silver, and bronze?</p>	<p>The National Productivity Awards use this classification system:</p> <p>Excellent Institutions</p> <p>Super Excellent - Crystal Award</p> <p>Excellent - Gold Award</p> <p>Productivity Institutions</p> <p>1st Place - Institutions that receive 1000 or more than 850 marks</p> <p>2nd Place - Institutions that receive between 849 and 750 marks</p> <p>3rd Place - Institutions that receive between 749 and 650 marks</p> <p>Productivity Potential Institutions</p> <p>Special Commendation - Institutions that receive between 649 and 550 marks</p> <p>Commendation - Institutions that received between 549 and 450 marks</p>
<p>How many public-sector organizations are there in your country? Include ministries and public entities (schools, hospitals, libraries, councils, etc.)</p>	<p>Approximately 20,000</p>

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Table 3. Business excellence awards and initiatives in Sri Lanka as of 20 November 2015.
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In 2014, how many public-sector organizations applied for the award?	There were 735 public-sector organizations that applied for the award (excluding schools)
How many public-sector organizations have won the award at the highest level (world-class level) in the last five years?	Only one organization
Do you aggregate the business excellence data from across the public sector so that you know the average public sector score?	No, we don't
Do you have best practice sharing events where the high performers in business excellence share their best practices with others?	Yes, we do best practices sharing sessions
Do you provide self-assessment tools so that organizations can assess themselves against the model?	No, but the National Productivity Steering Committee is planning to have a self-assessment tool ready from next year
In 2014, do you know how many public sector organizations undertook a business excellence self-assessment? If so, how many?	No
Are major changes to the awards program planned? If so, please describe	It has not been decided yet
Are there any other important awards in your country that public-sector organizations apply for?	Yes, the other awards are: <ul style="list-style-type: none"> • Taiki Akimoto 5S Competition and Nagaaki Yamamoto KAIZEN Competition for the Public Sector that is conducted by JASTECA (The Japan Sri Lanka Technical and Cultural Association) • All Island Performance Evaluation competition for divisional secretariats that functions under the Ministry of Public Administration and Home Affairs

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Table 3. Business excellence awards and initiatives in Sri Lanka as of 20 November 2015.
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	<ul style="list-style-type: none">• Local authority management competition nationwide for all the municipal councils/urban councils and for “Pradesheeya sabha” conducted by the Ministry of Local Government• The Ministry of Health organizes the National Health Excellency Award for the public-sector health organizations including all general, teaching, divisional, rural hospitals, peripheral units, and medical office of health. (MOH operates at the rural level to uplift community health)• Chartered Institute for IT Sri Lanka (BCSCIIT) organizes the National Best Quality ICT Award
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