Business Excellence Practices in Singapore

- Building Sustainable Organisations
An MTI Agency

Promotes enterprise development and quality & standards to achieve economic growth and create jobs, so as to achieve higher standards of living for all

VISION

Global Singapore Enterprises

MISSION

To help Singapore enterprises grow and to build trust in Singapore products & services

STRATEGIC OUTCOMES

- Productive, innovative and resilient industries & enterprises
- Good jobs
- Trusted products and services
Fundamental:

“All organisations strive towards the pinnacle of success”
Fundamental:
“All organisations strive towards the pinnacle of success”... but face many challenges

Low productivity
Stagnant product/service offering
High manpower attrition
Declining profits and market share
“Let’s fix this”

However....

Focusing on the “Parts” without understanding the “Body” and the “Head” makes it challenging to apply the right medication...

Implementing systemic good management practices is key!
What *Exactly* is Business Excellence?

**Key Management Principles:**

- **Leadership:**
  - Leading with Vision and Integrity

- **Customers:**
  - Creating Value for Customers
  - Developing Organisational Capability

- **People:**
  - Valuing People and Partners
  - Sustaining Outstanding Results Anticipating the Future

- **Processes:**
  - Driving Innovation and Productivity
  - Managing with Agility
  - Adopting an Integrated Perspective

- **Financial & Market Results:**
  - Developing Organisational Capability

- **Operational Results:**
  - Managing with Agility

**Key attributes that influence how high-performing organisations function** are embedded in the requirements for these criteria categories, yielding performance results.
Singapore’s Business Excellence Initiative

- Background

Quality Excellence in Enterprises

National Productivity Board (then-SPRING) was tasked to study global standards of excellence as Singapore aspires towards world-class standards of quality excellence

1994 | Introduction the Singapore Quality Award (SQA) and the BE initiative

1997 | Singapore Quality Class (SQC) and certification programme introduced to encourage more companies to embrace BE as part of drive towards excellence in products, services, management systems and people

- Provides robust diagnostic health check for organisations (public & private) to improve their management systems

- Facilitates capability upgrading of organisations

- Benchmarks against internationally comparable and holistic framework for managing an organisation for excellence
Singapore’s Business Excellence Initiative
- Global Partnerships

<table>
<thead>
<tr>
<th>Shaping the BE Initiative through engagements with global business excellence network</th>
<th>Providing BE Expertise to APO member countries</th>
</tr>
</thead>
</table>
| **The Global Excellence Model (GEM) Council comprises BE administrators from US, Europe, Australia, Japan, India, South America and Singapore**  

- Best practice sharing and studying trends in global BE initiatives  

- Expert exchange, such as speakers for conferences, international assessors etc. | **Centre of Excellence for BE since 2009**  

- Assisting APO member economies in developing and strengthening business excellence and quality award initiatives  

- Providing value to organisations participating in such initiatives through sharing of expertise and international recognition |

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Global Excellence Model

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Singapore’s Business Excellence Initiative
- 3 Key Pillars

Blueprint for Excellence

Review of business fundamentals and identify strengths/AFIs through assessment and self-diagnosis

Award & Recognition

Inspire trust from partners and customers for achieving commendable level of organisational excellence

Community Learning & Development

Learn management best practices from the leading organisations
The Business Excellence Framework

Organisational Profile

- Innovation
- Leadership
- Customers
- Strategy
- People
- Processes
- Knowledge
- Learning
- Results

Attributes of Excellence
The Business Excellence Framework

**System Approach:** 7 categories of the BE framework do not function in isolation but are inter-connected as a management system.

**Senior leaders guide the organisation to achieve and sustain excellence...**

- Develops organisational culture, values and polices
- Decides target customer segments and identifies customer requirements
- Formulates strategies to serve customers and develops internal capabilities (people, process and knowledge management) to achieve organisational goals
- Accounts for organisational performance, in particularly financial/ market and people results.
The Business Excellence Framework

It’s not about the robustness of the Framework itself... but how it is interpreted and used by organisations

- Non-prescriptive

- **Important prerequisites** to benefit from BE framework:
  - **Contextualisation**
    Based on organisational profile and priorities
  - **Internalisation**
    Buy-in from management to staff level
  - **Actualisation**
    Taking actions
Organisational Excellence in the Public Sector

*It started with a vision...*
Public Service for the 21st Century (PS21)

Launched in 1995...

Change movement to ensure the Public Service is ready for change and ready to change to ensure the present and continued success of Singapore and Singaporeans.

At the heart of the Movement is the ambition to improve organisations, and public officers’ capacity to deliver citizen-centric policies and services.

To realise the vision of becoming "One Trusted Public Service with Citizens at the Centre"
Key Focus & Outcomes

Whole-of-Government Outcomes

1. Sustaining Economic Growth
   Desired Outcomes
   - Robust Engines of Growth
   - Good Job Opportunities and Lifelong Employability
   - Conducive for Business and Entrepreneurship
   - Macroeconomic Stability
   - Globally Competitive Workforce

2. Growing Incomes and Strengthening Social Security
   Desired Outcomes
   - Financial Security
   - Good and Affordable Healthcare
   - Affordable, Quality Public Housing
   - Quality Education

3. Fostering Strong Families and a Cohesive Society
   Desired Outcomes
   - Strong Families, More Families
   - Strong Singaporean Core
   - Racial and Religious Harmony
   - Caring and Inclusive Society

4. Providing World-Class Infrastructure and an Endearing Home
   Desired Outcomes
   - Distinctive and Vibrant Global City
   - Robust Infrastructure, Good Connectivity
   - Clean Environment, Sustainable Development

5. Building a Secure and Influential Singapore
   Desired Outcomes
   - Sovereign and Secure Singapore
   - Safe and Secure Home
   - Strong National Identity and Resilience
   - Preparedness for Crisis
   - Congenial International Environment

6. Ensuring an Effective Government
   Desired Outcomes
   - Customer-Centric and Consultative Government
   - Rule of Law
   - Incorruptible and Committed Public Officers
   - Dynamic, Forward-Looking Public Service Leadership
   - Fiscal Sustainability
   - Effective and Efficient Use of Resources
In 2012, the Public Sector Transformation (PST), a service-wide movement, was launched to better achieve these outcomes by focusing on **three main themes**

**Implications**
How does Organisational Excellence contribute to these desired outcomes?
BE for Public Sector

Same Framework re-interpreted with the Public Service perspective

- Tie-in with Public Service Transformation initiative, which focuses on 3 key themes – Trust, Citizen-Centricity, and One Public Service

- Criteria less relevant to the Public Service (such as Financial and Market Results, Revenue, and Market Positioning) were re-interpreted


Co-developed with Public Service Division in 2012
1.1 Senior Leadership
How senior leaders guide the organisation to achieve and sustain excellence.

**Describe how the organisation’s senior management:**

a) Develops the organisation's mission, vision and values, and communicates them to key stakeholders

b) Engages key stakeholders to drive the organisation's performance

c) Acts as role models and grooms future leaders

**Definitions**

D1. "Senior leaders" refer to the organisation's top management and those reporting directly to them. Examples include the **Permanent Secretary, Deputy Secretary, Chief Executive, Commissioner, Commanding Officer and Principal**. These exclude political appointees such as Ministers and Parliamentary Secretaries as well as Board members.

D2. "Stakeholders" refer to customers, shareholders, employees, suppliers, partners and other public sector organisations. They may also include community and interest groups, the public and the Board.

**Interpretation notes**

N4. Senior leaders set directions aligned with the Whole-of-Government outcomes (or public sector-wide outcomes) and public service principles for organisational performance.
2.1 Customer Requirements
How current market and customer requirements are determined and future needs are anticipated.

Describe how the organisation:

a) Segments markets and customers and understands their current and future requirements

b) Incorporates market and customer requirements into strategic plans

Definitions
D1. “Customers” refer to the stakeholders who benefit directly from the services provided by the organisation or are indirectly impacted by the policies formulated by the organisation.

Interpretation notes
N1. The organisation segments its customers according to their requirements and incorporates the requirements into strategic plans for policy formulation and service delivery. The organisation should also consider the views of other key stakeholders in determining customer requirements.

N2. When determining customer requirements, the organisation should consider how to balance fairness and transparency of its policies with flexibility to meet customer requirements, and ensure consistency when delivering outcomes.
7.2 Financial and Market Results
Summarise the organisation’s key financial and marketplace performance results.

Areas to address
a) Financial performance, including financial results and economic value
b) Marketplace performance, including growth and market share, position and acceptance

Interpretation notes
N1. Financial results for public sector organisations examine how well the organisations are performing vis-a-vis their allocated resources. Examples include budget utilisation rate, initiatives to optimise resources (e.g. productivity-related measures) and accrued cost savings.

N2. Market results for public sector organisations should report the achievements of organisational outcomes as aligned to their missions and visions.

N3. The organisation should make reference to the framework for public sector value creation and delivery to demonstrate how its outcomes are linked to public sector wide outcomes. This may include how the processes and outcomes are aligned to and contribute to public sector-wide outcomes.
Business Excellence Journey
- National Environment Agency

**NEA’s Business Excellence Journey**

**Laying the foundation**
- Embarked on BE. Received SQC in 2002

**Continuing the BE journey**
- Received PD in 2004 and renewed SQC in 2006

**Pursuing organisational excellence**
- Received 4-in-1 certification for the first time. A key milestone showing systematic approach to organisational excellence

**Achieving greater recognition**
- Received SQC-Star award as one of the first organisations adopting the BE Interpretation Guide for Public Sector

**Sustaining the journey**
- Received PD, I-Class and S-Class. Showcase of innovative approaches to serve the public through adopting a whole-of-government approach

- 2002
- 2004-2006
- 2010
- 2013
- 2014
Contextualisation of Business Excellence Beyond Public Sector

Operational Excellence
Focus on embedding operational excellence to develop suppliers of choice for MNCs

SME Management Action for Results (SMART)
Simplified BE for SMEs to put in place key basic management practices

Capability Development Grant (CDG)
Incentive for enterprises to defray cost of implementing BE
Benefits of Business Excellence

- Know Business’ Health
- Improve Performance
- Be Recognised
- Learn Best Practices
Know Business’ Health

The BE Framework assessment tools allow an organisation to check its management systems and processes regularly.

Identify organisation’s strengths, and discover opportunities for improvement.

“Knowing where we are now”
“What needs to be done”
“How we can achieve excellent results”
Benefits of BE

Improve Performance

Adopting the BE Framework will help put in place a systematic approach that leads to improved business performance.

2X PROFIT GROWTH for organisations certified to BE standards

3X PROFIT GROWTH for BE Certified SMEs

4X PROFIT GROWTH for organisations on the BE journey for 5 to 10 years

2014 Business Excellence Impact Study
By NUS Business School
Benefits of BE

Be Recognised

BE Certifications
Recognises organisations that have achieved a commendable performance on the BE Framework.

BE Awards
Recognises organisations that have achieved world-class performance on the BE Framework.
Learn Best Practices

Certified Organisations can access best practice resources and opportunities to improve business performance.

This includes benchmarking & comparison info, seminars, conferences, learning journeys and more.

Learning Journeys
Hosted by leading BE organisations

Thematic Workshops
Sharing by practitioners and domain experts

Conferences
BE Award Winners Sharing
BE Global Conference

>1,000 participants annually
BE-Certified Organisations

- Number of organisations that have benefitted from BE: ~1,700
- Employing more than 550,000 employees
Key Challenges

• Implementation of BE goes beyond “checking off” the framework criteria
  • What is the motivation of the organisation?
  • Dedicated resources to implement key systems and processes
  • Availability and expertise from management consultants is crucial

• Stay Relevant
  • Selling the value proposition of BE to organisations
  • Keeping tab of emerging trends in management practices and global dynamics

• Support from the community
  • Commitment from industry and business leaders
  • Volunteerism of practitioners to participate as assessors
  • Willingness of organisations to share management best practices
Thank You
Annex Slides
Organisational Profile

Sets the context for the way the organisation operates and serves as an overarching guide for how the framework is applied.

1. **Organisational description**
   - Mission, vision, values
   - Key products and services
   - Employee profile (e.g. size, types, educational levels)
   - Key equipment, facilities and technologies used (e.g. usage optimisation)
   - Revenue, revenue sources and profit margins
   - Industry recognition (e.g. other certifications and awards)

2. **Organisational relationships**
   - Organisational structure (e.g. reporting structure, parent organisation and subsidiaries)
   - Key customers (e.g. market segments, customer requirements and expectations)
   - Key suppliers and/or partners (e.g. roles they play and supply chain requirements)

3. **Organisational challenges and strategies**
   - Competitive environment (e.g. market size and growth, competitors and competitive advantage)
   - Regulatory environment
   - Sustainability (e.g. strategies to overcome key business and operational challenges)
The Business Excellence Framework - Criteria

1. Leadership
This category examines the organisation’s leadership, mission, vision and values, governance system as well as responsibility to the community and the environment
   1.1 Senior Leadership
   1.2 Organisational Culture
   1.3 Corporate Governance and Social Responsibility

2. Customers
This category focuses on how the organisation understands market and customer requirements, and future trends to build relationships with customers and create superior customer experiences
   2.1 Customer Requirements
   2.2 Customer Experience
   2.3 Customer Satisfaction

3. Strategy
This category focuses on the development and implementation of strategic plans based on the organisation’s external environment and internal capabilities
   3.1 Strategy Development
   3.2 Strategy Implementation

4. People
This category focuses on how the potential of employees is effectively harnessed to achieve excellence
   4.1 Human Resource Planning
   4.2 Employee Learning and Development
   4.3 Employee Engagement and Well-being
   4.4 Employee Performance and Recognition

5. Processes
This category focuses on the management of key and support processes to achieve the organisation’s strategic goals
   5.1 Innovation Capabilities
   5.2 Process Management
   5.3 Supplier and Partner Management

6. Knowledge
This category focuses on how the organisation harnesses information for learning, planning and decision-making, which includes competitive analyses and benchmarking
   6.1 Knowledge Management
   6.2 Analytics for Performance Management

7. Results
This category examines the organisation’s performance in key areas. This includes qualitative and quantitative results, as well as comparative data and competitive analysis
   7.1 Customer Results
   7.2 Financial and Market Results
   7.3 People Results
   7.4 Operational Results
# Driver of Excellence 1: Leadership

This category examines the organisation’s leadership, mission, vision and values, governance system as well as responsibility to the community and the environment.

<table>
<thead>
<tr>
<th>Criteria Items</th>
<th>Examples of Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>★ Senior leadership</td>
<td>★ Town hall meetings, management meetings and performance reviews for senior leaders to engage employees</td>
</tr>
<tr>
<td>How senior leaders guide the organisation to achieve and sustain excellence</td>
<td>★ Regular visits to business units to understand the progress of respective teams</td>
</tr>
<tr>
<td>★ Organisational culture</td>
<td>★ Orientation programmes for new employees to share organisational culture and values</td>
</tr>
<tr>
<td>How the organisation develops a culture that is consistent with its values, and encourages learning, innovation as well as the achievement of strategic goals</td>
<td>★ Staff engagement surveys to measure the understanding and practice of organisational values</td>
</tr>
<tr>
<td>★ Corporate governance and social responsibility</td>
<td>★ Board-sanctioned, independent audits of key business units for corporate governance compliance</td>
</tr>
<tr>
<td>How the organisation maintains a governance system that practises good corporate citizenship, protects the interests of stakeholders and fulfils its responsibility to the community and the environment it operates in</td>
<td>★ Platforms and channels to communicate, train and involve stakeholders to achieve good corporate citizenship</td>
</tr>
</tbody>
</table>
Driver of Excellence 2: Customers

This category focuses on how the organisation understands market and customer requirements, and future trends to build relationships with customers and create superior customer experiences.

<table>
<thead>
<tr>
<th>Criteria Items</th>
<th>Examples of Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer requirements</strong></td>
<td>Using Social media such as Facebook and Twitter for customer engagement analytics and to calibrate real-time marketing initiatives</td>
</tr>
<tr>
<td></td>
<td>Market and customer intelligence research and reports</td>
</tr>
<tr>
<td></td>
<td>Findings from customer surveys and other customer requirements gathering processes</td>
</tr>
<tr>
<td><strong>Customer experience</strong></td>
<td>Customer touch points and feedback channels</td>
</tr>
<tr>
<td></td>
<td>Service standards, service recovery plans and procedures</td>
</tr>
<tr>
<td></td>
<td>Loyalty card programmes</td>
</tr>
<tr>
<td><strong>Customer satisfaction</strong></td>
<td>Customer survey questionnaire</td>
</tr>
<tr>
<td></td>
<td>Analysis of customer satisfaction results, trends and drivers of satisfaction</td>
</tr>
</tbody>
</table>
Driver of Excellence 3: Strategy

This category focuses on the development and implementation of strategic plans based on the organisation’s external environment and internal capabilities. The plans should address current and future challenges as well as the organisation’s mission and vision.

<table>
<thead>
<tr>
<th>Criteria Items</th>
<th>Examples of Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategy development</strong></td>
<td>- Corporate plans and goals; long and short term strategies</td>
</tr>
<tr>
<td></td>
<td>- Involvement of stakeholders in strategy development; e.g. strategy planning meetings,</td>
</tr>
<tr>
<td></td>
<td>dialogue sessions by senior leaders with employees, customers and suppliers</td>
</tr>
<tr>
<td></td>
<td>- Development of measures to track performance</td>
</tr>
<tr>
<td><strong>Strategy implementation</strong></td>
<td>- Resource allocation and budgeting to support strategy implementation</td>
</tr>
<tr>
<td></td>
<td>- Departmental and individual goals, action plans and balance scorecard indicators/KPIs that cascade from an organisational level strategy</td>
</tr>
</tbody>
</table>
## Driver of Excellence 4: People

This category focuses on how the potential of employees is effectively harnessed to achieve excellence

<table>
<thead>
<tr>
<th>Criteria Items</th>
<th>Examples of Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>★ <strong>Human resource planning</strong></td>
<td>★ HR plans e.g. employee recruitment plans, development plans, retention plans, training plans</td>
</tr>
<tr>
<td>How the organisation develops HR plans to achieve strategic goals and ensure high performance of employees</td>
<td>★ Involvement of different units / stakeholders in the HR planning process to ensure the plans are aligned with current and future needs</td>
</tr>
<tr>
<td>★ <strong>Employment learning and development</strong></td>
<td>★ Involvement of employees to determine learning needs and career development planning</td>
</tr>
<tr>
<td>How the learning and development of employees result in higher productivity and personal growth</td>
<td>★ Productivity measures to determine effectiveness of learning and development initiatives</td>
</tr>
<tr>
<td>★ <strong>Employee engagement and well-being</strong></td>
<td>★ Employee health and wellness programmes e.g. annual health checks, social and sports programmes, team building activities</td>
</tr>
<tr>
<td>How the organisation engages employees, and enhances their well-being and satisfaction to improve organisational health and performance</td>
<td>★ Performance evaluation and appraisal process</td>
</tr>
<tr>
<td>★ <strong>Employee performance and recognition</strong></td>
<td>★ Performance awards and recognition schemes</td>
</tr>
<tr>
<td>How the employee performance management and recognition systems encourage employees to achieve high performance and productivity as well as cultivate work behaviour that supports innovation</td>
<td>★ Talent development programmes for top performing employees e.g. fast tracked for promotion, sent for management training</td>
</tr>
</tbody>
</table>
# Driver of Excellence 5: Processes

This category focuses on the management of key and support processes to achieve the organisation’s strategic goals

<table>
<thead>
<tr>
<th>Criteria Items</th>
<th>Examples of Approaches</th>
</tr>
</thead>
</table>
| **Innovation capabilities** How the organisation harnesses innovation to design new products and services as well as their related production and delivery systems | **Testing and validating innovative ideas e.g. trial implementation, product testing, prototyping**  
**Examples of innovative ideas implemented showing a positive impact on business outcome, e.g., an online registration / application resulting in increased convenience** |
| **Process management** How production, delivery and support processes for products and services are managed | **Service KPIs and targets for key business and support processes, e.g. cycle time, customer waiting time**  
**Process quality manuals** |
| **Supplier and partner management** How suppliers and partners for the production and delivery of products and services are managed | **Selection criteria or process for suppliers and partners**  
**Assessment or evaluation of suppliers and partners quality and performance, e.g. service level, quality checks, pricing**  
**Suppliers and partner engagement platforms to communicate requirements and performance feedback** |
# Driver of Excellence 6: Knowledge

This category focuses on how the organisation harnesses information for learning, planning and decision-making. This helps the organisation determine performance as well as drive improvement and innovation for superior performance.

<table>
<thead>
<tr>
<th>Criteria Items</th>
<th>Examples of Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>★ Knowledge management</td>
<td>★ Information systems architecture</td>
</tr>
<tr>
<td>How knowledge is generated from information collected, and used to create value for the organisation</td>
<td>★ Data integrity / consistency checks e.g. audits, input data check, process check, output check</td>
</tr>
<tr>
<td></td>
<td>★ Systems (IT-based &amp; non-IT based) to disseminate and share key data and information to employees and stakeholders to support value creation e.g. intranet, shared folder/ common drive, emails, online bulletins, notice board and newsletters</td>
</tr>
<tr>
<td>★ Analytics for performance management</td>
<td>★ Benchmarking or comparative studies e.g. industry surveys, comparing results and targets of KPIs and other operational indicators</td>
</tr>
<tr>
<td>How the organisation leverages on analytics for decision-making, performance management, organisational learning and improvement</td>
<td></td>
</tr>
</tbody>
</table>
Results

Results may be qualitative or quantitative. Key measures should include current levels, improvement trends as well as comparative data and competitive analysis.

CUSTOMERS RESULTS

- Customer satisfaction and experience
  - Customer satisfaction, compliments/complaints, loyalty
  - Customer feedback and overall assessment
  - External surveys, net promoter/ mystery audits

- Product and service performance
  - Customer waiting time
  - Response time to resolve customer complaints
  - Product and service defect rate

- Other relevant indicators on customer relationships

FINANCIAL AND MARKET RESULTS

- Financial performance, including financial results and economic value
  - Revenue, profit margin, value-added
  - Liquidity, debt-to-equity ratio, return on investment, asset utilisation and surplus

- Marketplace performance
  - Market share, position and growth

- Other relevant indicators on marketplace challenges and opportunities as well as financial and market sustainability
Results may be qualitative or quantitative. Key measures should include current levels, improvement trends as well as comparative data and competitive analysis.

- **Employee engagement**
  - Employment engagement levels and survey results
  - Employment engagement projects
- **Employee development**
  - Training hours and expenditure per employee
  - Talent development and leadership grooming programmes
- **Employee performance**
  - Safety, absenteeism and turnover
  - Overall satisfaction
- **Other organisation-specific HR factors**

- **Performance of design, production, delivery, and support processes**
  - Inventory turnover, service time and delivery time
  - Other relevant indicators on productivity, efficiency and innovation
- **Performance of suppliers and partners**
  - On-time performance and performance ratings
- **Corporate governance system and social responsibility**
  - Participation in community outreach efforts and environmental initiatives
  - Compliance, audit report findings
Results and Drivers of Excellence

Results show the performance levels achieved as a result of the approach and deployment of each category.

Review and refinement of the approach and deployment ensure a continuous feedback loop to drive learning and innovation.

**Approach**
- Methods, tools, framework, standards, techniques

**Deployment**
- Extent the approaches are applied to:
  - Key functions & processes
  - Relationships with key stakeholders (e.g. customers, suppliers and partners)
  - Products & services
  - Employees

**Results**
- Current and projected performance levels
- Improvement in performance levels
- Comparative data and competitive analysis

**Review and Refinement**
## Scoring rubric for Drivers of excellence

**Take the lower of the two scores for approach & deployment**

<table>
<thead>
<tr>
<th>BAND</th>
<th>Limited (1% – 19%)</th>
<th>Fair (20% – 39%)</th>
<th>Good (40% – 59%)</th>
<th>Very Good (60% – 79%)</th>
<th>Excellent (80% – 100%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Score</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Approach</strong></td>
<td>Reactive and undefined</td>
<td>Beginning of a planned approach</td>
<td>Sound, effective and aligned with basic organisational needs</td>
<td>Proven, well-defined, forward-looking and well-integrated with organisational needs</td>
<td>Exceptional, innovative approach and fully-integrated with organisational needs and accepted as best practice in the field</td>
</tr>
<tr>
<td></td>
<td>No planned review and refinement</td>
<td></td>
<td></td>
<td>Ongoing review and refinement</td>
<td></td>
</tr>
<tr>
<td><strong>Deployment</strong></td>
<td>To few functional/ operational areas</td>
<td>To some key functional/ operational areas</td>
<td>To most key functional/ operational areas</td>
<td>To all key functional/ operational areas and is consistently practised at all levels</td>
<td>To all functional/ operational areas and is consistently practised at all levels</td>
</tr>
<tr>
<td></td>
<td>No planned review and refinement</td>
<td></td>
<td></td>
<td>Ongoing review and refinement</td>
<td></td>
</tr>
</tbody>
</table>
# Scoring rubric for Results

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<tr>
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<tbody>
<tr>
<td>Score</td>
<td>1% – 19%</td>
<td>20% – 39%</td>
<td>40% – 59%</td>
<td>60% – 79%</td>
<td>80% – 100%</td>
</tr>
<tr>
<td>Reporting of results</td>
<td>Not reported for all key areas</td>
<td>Reported for some key customer, financial, people and operational requirements</td>
<td>Reported for most key customer, financial, people and operational requirements</td>
<td>Results reported for all customer, financial, people and operational requirements</td>
<td></td>
</tr>
<tr>
<td>Performance levels/ improvement trends</td>
<td>Poor</td>
<td>Good in some key areas</td>
<td>Good in most key areas</td>
<td>Good and sustained in all key areas</td>
<td>Excellent and sustained in all areas; world-class performance in some areas</td>
</tr>
<tr>
<td>Comparative information</td>
<td>None</td>
<td>Limited</td>
<td>Favourable comparisons in some areas</td>
<td>Favourable comparisons and benchmarks in most key areas; industry best practices in some areas</td>
<td>Excellent comparisons and benchmarks in most key areas; global best practices in some areas</td>
</tr>
</tbody>
</table>