

BUSINESS EXCELLENCE CERTIFICATION APPLICATION GUIDE

INTRODUCTION

- 1 Enterprise Singapore administers the following Business Excellence (BE) certifications with a validity of 3 years:
 - a. Singapore Quality Class (SQC);
 - b. Singapore Quality Class (SQC) with Niche:
 - i. Singapore Quality Class (SQC) with People
 - ii. Singapore Quality Class (SQC) with Innovation
 - iii. Singapore Quality Class (SQC) with Service
 - iv. Singapore Quality Class (SQC) with People and Innovation
 - v. Singapore Quality Class (SQC) with People and Service
 - vi. Singapore Quality Class (SQC) with Innovation and Service

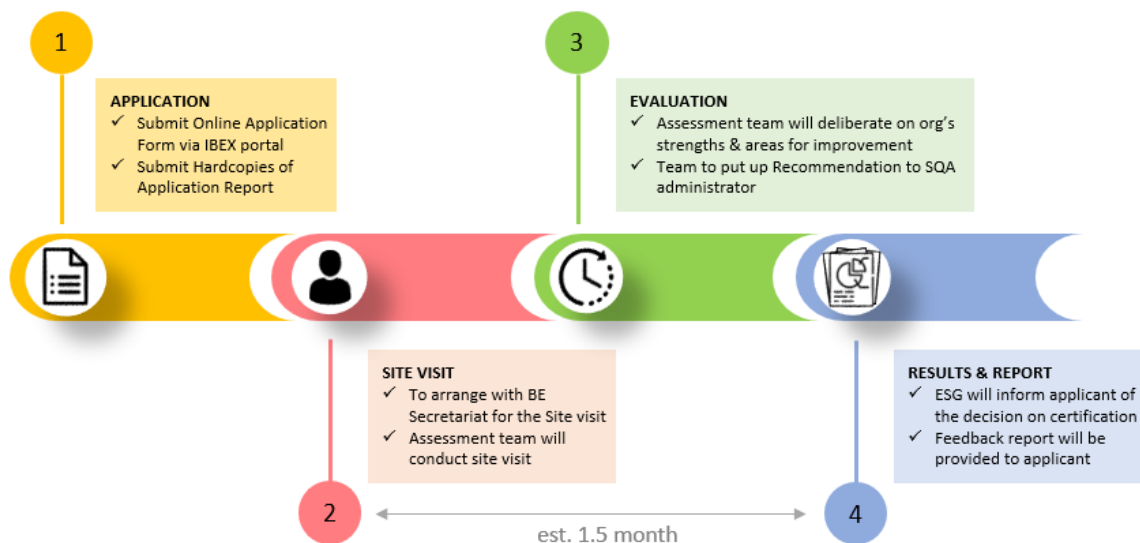
- 2 For SQC organisations that have made further improvement during their renewals, they will qualify for the Singapore Quality Class Star (SQC Star) certification, which holds a validity of 4 years. The list of SQC Star certifications are as follows:
 - a. Singapore Quality Class Star (SQC Star);
 - b. Singapore Quality Class Star (SQC Star) with Niche:
 - i. Singapore Quality Class Star (SQC Star) with People
 - ii. Singapore Quality Class Star (SQC Star) with Innovation
 - iii. Singapore Quality Class Star (SQC Star) with Service
 - iv. Singapore Quality Class Star (SQC Star) with People and Innovation
 - v. Singapore Quality Class Star (SQC Star) with People and Service
 - vi. Singapore Quality Class Star (SQC Star) with Innovation and Service

- 3 Organisations in Singapore, or their business units operating in Singapore, are eligible for BE certifications. For business units or subsidiary companies, they should:
 - a. Be entities with a clear organisational structure that is reflected in corporate literature, e.g. organisation charts, annual reports; and
 - b. Have a senior management team responsible for its management activities.

- 4 Organisations may only apply for one certification at one time and can only hold one certification (listed in 1 or 2) at a time.

APPLICATION AND ASSESSMENT PROCESS

- 5 The overall application and assessment process for the BE certification is shown in the diagram below. The full details can be found in **Annex 1**.



5.1 Step 1: Application

The Online Application Form is screened for eligibility and completeness. Details of the Online Application Form can be found in **Annex 2**. At the point of online application, the organisation is to submit the soft-copy of its Application Report. The organisation must also make payment of the Application Fee.

5.2 Step 2: Site Visit

Enterprise Singapore will contact the organisation's Management Representative (MR) to arrange for the *Site Visit* by the assessment team, who will clarify and verify the submission.

Enterprise Singapore will provide the Site Visit Agenda by the Assessment Team Leader before the Site Visit. The Site Visit is typically conducted over 2 consecutive days, unless otherwise informed by the Secretariat. A typical *Site Visit Agenda* is shown in **Annex 3**.

The organisation is to prepare the following items:

- Four (4) hardcopies of the *Application Report*, to be submitted to Enterprise Singapore within one (1) week of submission of the Online Application Form. Further details about the *Application Report* can be found in **Annex 4**.
- A complete *Staff List* of all employees under the organisation's payroll, including full-time, part-time and contract staff. Further details about the *Staff List* can be found in **Annex 5**.
- To prepare and have ready various items and documentation for citing during the *Document Review* segment of the *Site Visit*. Further details about the Document Review can be found in **Annex 6**.

5.3 Step 3: Evaluation

The assessment team will convene separately after the Site Visit to evaluate the findings and make recommendations to Enterprise Singapore on the outcome of the assessment.

5.4 Step 4: Results & Report

Subsequently, the organisation will be informed of the result. A *Feedback Report* showing the strengths and areas for improvement will be sent to the organisation separately.

APPLICATION FEE

6 The application fee for a Business Excellence (BE) certification assessment is SGD \$2,000 (excl. GST) for the two days of site visit or otherwise informed.

7 For organisations with more than 2,000 staff and/or have a complex organisational structure, the application fee may vary with the number of extra site visit days. The fee chargeable for each extra day of site visit is SGD \$1,000 (excl. GST) per day.

8 Payment can be in the following forms:

1. Cheques

- a) Payment by cheques shall be crossed and made payable to “Enterprise Singapore”.
- b) When making a cheque payment, the organisation is to specify the Bill Reference Number, at the back of the cheque.
- c) The organisation is required to mail the cheque to the Business Excellence Secretariat.

2. Interbank Fund Transfer

Please use the following information:

Bank account	032-001110-1
Account name	Enterprise Singapore
Bank code	7171
Branch code	032
Bank name	The Development Bank of Singapore (DBS)
Branch	Great World City
Swift code	DBSSSGSG

3. Request for Electronic-Invoice

Should an organisation like to request for an invoice, they will be directed to a link which can be found on the ‘Acknowledgment’ page. Under the ‘Invoice Address To’ section, the organisation is required to fill in: -

- a) Company Name
- b) Customer Reference No.
- c) Address
- d) Contact Person
- e) Department
- f) Telephone
- g) Fax

- 9 All fees paid are subjected to prevailing Goods and Services Tax (GST), and are not refundable should the organisation decide to cancel the application.

FURTHER INFORMATION

- 10 For further information, please contact:

Business Excellence Secretariat

Enterprise Singapore
2 Fusionopolis Way
#15-01, Innovis
Singapore 138634

Tel: +65 6279 3811

Email: be@enterprisesg.gov.sg

Website:

www.enterprisesg.gov.sg/business-excellence

TERMS AND CONDITIONS

- 11 The terms and conditions governing the Business Excellence (BE) certifications are described in **Annex 7**.

BE CERTIFICATION APPLICATION AND ASSESSMENT PROCESS

No	Key Step	Description
1	Submit <i>Online Application Form</i>	Applicant submits the Online Application Form via the IBEX portal (Step 3: Submit Application Form).
2	Submit Hardcopies of <i>Application Report</i>	Applicant submits hardcopies of the <i>Application Report</i> to the BE Secretariat.
3	Review Application	BE Secretariat will review the <i>Online Application Form</i> and <i>Application Report</i> for eligibility and completeness.
4	Arrange <i>Site Visit</i>	BE Secretariat will liaise with the organisation's appointed Management Representative (MR) to arrange for a <i>Site Visit</i> by the assessment team.
5	Conduct <i>Site Visit</i>	Assessment team will conduct <i>Site Visit</i> , which will be at least one month after the date of submission of the <i>Online Application Form</i> and <i>Application Report</i> .
6	Review Findings	Assessment team will convene separately to evaluate the findings and make recommendations to Enterprise Singapore on the outcome of the assessment.
7	Inform Applicant of Decision	Enterprise Singapore will inform applicant of the decision on certification, typically one month after the conducting of the <i>Site Visit</i> .
8	Provide <i>Feedback Report</i>	Enterprise Singapore will provide applicant with a detailed <i>Feedback Report</i> , highlighting their strengths and areas for improvement.

ONLINE APPLICATION FORM

Organisations applying for Business Excellence (BE) certifications are required to submit an [Online Application Form](#). The Online Application Form would require the Management Representative to submit and key-in the following details:-

a. Submit Application Report

1. At the first sub-step, the organisation is required to submit the soft-copy of the Application Report before proceeding to the other sub-steps. The organisation is encouraged to use the Application Report Template as the basis for the submission.

b. Certification Information

1. Indicate the certification(s) that the organisation would be applying for in the 'Certification Type' field.
2. Organisations are to select the mode of certification; be it **new** or **renewal**.

If the organisation is applying for the certification for the first time, the mode of certification is categorised as 'new'.

In the event that the organisation is renewing the certification that has been applied before, the mode of certification is categorised as 'renew'.

c. Organisation Details

1. Organisations are to fill in the required information into their respective fields
 - a) Name of Organisation*
 - b) Former name (if applicable)
 - c) UEN (if applicable)
 - d) Employee Size*
 - e) Company Address*
 - f) Mailing Address*
 - g) Organisation Type * (Indicate 'Public Sector' or 'Private Sector')
 - h) Industry*
 - i) Organisation Size*
 - j) Website

(* indicates a compulsory field)

In addition to filling in the organisation particulars, the organisation is required to provide the particulars of the Chief Executive Officer (CEO) or equivalent into the online application form: -

- a) Salutation
- b) Family Name
- c) Full Name
- d) Designation
- e) Telephone
- f) Telephone Ext
- g) Email
- h) Fax
- i) Mobile
- j) Department

d. Subsidiary Details

Subsidiary Details should be provided/listed, only if the subsidiaries are to be included within the scope of the certification.

If there are no subsidiaries to be included, the fields in the Subsidiary Details tab are to be left empty.

If the organisation wishes to include subsidiaries within the scope of the certification, the following details are to be included: -

- a) Subsidiary Name*
- b) UEN (if applicable)
- c) Employee Size of Subsidiary*
- d) Organisation Type* (Indicate 'Public Sector' or 'Private Sector')
- e) Industry*

Proceed to click on the button 'Add Subsidiary' after filling in the necessary details.

e. Management Representative

After entering the required details for the Organisation as well as its Subsidiaries (if applicable), the organisation would need to appoint a Management Representative, who will serve as the first point of contact during the entire certification process. An Alternate Contact is to be appointed as well.

1. Management Representatives (MR). The required fields include;

- a) Salutation
- b) Family Name
- c) Full Name

- d) Designation
- e) Telephone
- f) Telephone Ext (If applicable)
- g) Mobile
- h) Fax
- i) Email

2. Alternate Contact. Some of the required fields include;

- a) Salutation
- b) Family Name
- c) Full Name
- d) Designation
- e) Telephone
- f) Telephone Ext (if applicable)
- g) Mobile
- h) Fax
- i) Email

f. Site Visit Dates

The organisation is to pick 3 sets of dates where the CEO and senior management team of the organisation are available for the site visit.

g. Confirmation

A system-generated email will be sent to the email of the Management Representative on the confirmation of the application details.

h. Acknowledgement

After confirmation, the organisation is able to view its submitted application details. The organisation can then print a copy of the application form by clicking on the 'View Submitted Application Details' button shown in the 'Acknowledgement' page.

The organisation will be reminded to submit four (4) hardcopies of the Application Report (and other supplementary materials, if applicable) by the specified due date. These hard-copies are to be submitted to:

Business Excellence Secretariat
Enterprise Singapore
2 Fusionopolis Way
#15-01, Innovis
Singapore 138634

i. Payment

In addition, details of the payment will be indicated on the page. The organisation is required to take note of the payment details. Payment can be made either through:-

1. Cheques

- a) Payment by cheques shall be crossed and made payable to “Enterprise Singapore”.
- b) When making a cheque payment, the organisation is to specify the Bill Reference Number, at the back of the cheque.
- c) The organisation is required to mail the cheque to the Business Excellence Secretariat.

2. Interbank Fund Transfer

Please use the following information:

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Should an organisation like to request for an invoice, they will be directed to a link which can be found on the ‘Acknowledgment’ page. Under the ‘Invoice Address To’ section, the organisation is required to fill in: -

- a) Company Name
- b) Customer Reference No.
- c) Address
- d) Contact Person
- e) Department
- f) Telephone
- g) Fax

SITE VISIT AGENDA

Sample 2-Day Site Visit Agenda

Programme – Day 1	Time
Arrival of Assessment Team	8.45 am – 9.00 am
Meeting with Management Representative	9.00 am – 9.15 am
Presentation by Senior Management (or Category Owners)	9.15 am – 1.00 pm
Lunch	1.00 pm – 1.45 pm
Site/facility tour	1.45 pm – 2.30 pm
Document Review 1	2.30 pm – 3.30 pm
Interviews with Departmental Directors / Heads	3.30 pm – 4.30 pm
Interviews with Senior Managers / Managers	4.30 pm – 5.30 pm
End of Day 1	5.30 pm

Programme – Day 2	Time
Document Review 2	9.00 am – 10.30 am
Interviews with Senior Managers / Managers	10.30 am – 11.30 am
Interviews with Managers / Senior Officers	11.30 am – 12.30 pm
Lunch	12.30 pm – 1.30 pm
Interviews with Junior Officers	1.30 pm – 2.30 pm
Interviews with Front-line Staff	2.30 pm – 3.30 pm
Interviews with all Category Owners	3.30 pm – 4.30 pm
Assessment Team Meeting	4.30 pm – 5.30 pm
Closing Meeting	5.30 pm – 5.45 pm
End of Assessment	5.45 pm

Each Site Visit constitutes of the following major components; -

- a. Presentation by Senior Management / Category Owners
The presentation should be organised according to the Organisational Profile and the 7 Categories of the business excellence standard. Senior management is to highlight key points and initiatives to the assessment team. Preferably, the CEO should be available to preside over the entire presentation.
- b. Document Review
Documentary evidence mentioned in the Application Report will be reviewed for verification and clarification. Assessors may request to cite or view additional information or documents on-site, beyond what the organisation has initially prepared.

- c. Staff Interviews
Interviews will be conducted in groups of 5-15 people across different levels. Interviews are usually centralised at the headquarters of the organisation, subject to location availability and other considerations.
- d. Project/Outlet Showcase (Optional)
The organisation may also wish to propose the showcasing of project(s) and/or visits to specific outlets to highlight unique activities and initiatives.
- e. Assessment Team Meeting
The assessment team will have a private caucus to discuss their observations of the organisation's strengths and areas for improvement.
- f. Closing Meeting
The CEO and/or Senior Management Team may choose to sit in for the Closing Meeting. Minimally, the Management Representative must be present. During the Closing Meeting, the assessment team will not be declaring the final result, but will share some preliminary observations with the organisation. The organisation will receive the final outcome from Enterprise Singapore via a system-generated email to the Management Representative.

The organisation is to also take note of the following: -

- a. Only the organisation's staff is allowed to be present during the conducting of the assessment. Consultants and other external partners are prohibited from partaking and/or observing the assessment.
- b. The organisation is not permitted to print the company's name or title/designation of the assessors on placards and/or labels.

APPLICATION REPORT

The Application Report is a document that provides information on the organisation and its systems, processes and results that address the criteria requirements stated in the Business Excellence (BE) standard.

Upon submitting the Online Application Form, the organisation must also submit four (4) hardcopies of the Application Report to the BE Secretariat.

It may take the following format; -

- Word Document, not exceeding 100 pages, or
- PowerPoint Slides, not exceeding 200 slides.

Alternatively, the organisation may also use the [Application Report Template](#). The Application Report Template consists of 8 Chapters, one for the Organisational Profile, and one each for the 7 Categories of the Business Excellence (BE) framework; Leadership, Customers, Strategy, People, Processes, Knowledge and Results.

Writing Guidelines

Applicants are advised to read the criteria requirements carefully and should focus on information and data that directly addresses the criteria and key business requirements. The Application Report should also avoid reiterating words from the criteria and the use of too many acronyms.

A well-written Application Report includes clear and appropriate information, with examples on the organisation's approach and deployment. Where appropriate, descriptors of any step-by-step processes, or flowcharts with examples, should be included for illustration. Anecdotal or incomplete information should not be included. All responses should be concise, factual and supported with data where appropriate.

The Results Category requires results to demonstrate progress (performance trends), achievement (performance levels) and comparisons of performance with that of competitors and/or benchmarks, where possible.

[For Renewal of Certifications Only] The Application Report should also include actions taken to close the gaps identified from the previous certification assessment.

STAFF LIST

The Staff List should include all employees under the organisation's payroll, including full-time, part-time and contract staff. The following details should be included and sent to the BE Secretariat: -

- Name/Salutation
- Title/Designation
- Department/Division
- Branch/Outlet (If applicable)
- Years of Service
- Terms of Service: Full-time / Part-time / Contract (If available)
- Nationality (If available)

The assessment team will pre-select staff to be interviewed from this staff list. The assessment team leader will work with the Management Representative (MR) to work out logistical arrangements. Staff who are not available for interview, due to work requirements, medical leave etc. may be swapped with other suitable personnel.

Key staff, including the CEO, senior management team, and other key decision makers should be available for interview during and right after the presentation segment.

DOCUMENT REVIEW

Documentary evidence mentioned in the Application Report will be reviewed for verification and clarification. Assessors may request to cite or view additional information or documents on-site, beyond what the organisation has initially prepared.

The list below only serves as a guide with regard to the types and kinds of documents that the assessment team may wish to cite. It is not exhaustive, and organisations may provide additional relevant documents, where applicable.

LEADERSHIP / STRATEGY	1	Documents to show communication of mission, vision and quality values to employees
	2	List of activities of senior management relating to quality values and customer focus e.g. committee/task force chaired by senior executives, customer visits (visit schedule, if possible), training/talks conducted by senior executives, giving recognition to staff, etc.
	3	Organisation newsletters
	4	Management reports and minutes of management meetings
	5	Records of meetings/communication/dialogue sessions with employees/ customers/ suppliers by senior executives
	6	Records of strategic planning process
	7	Corporate plans and goals
	8	Departmental plans and goals

CUSTOMERS	1	Market intelligence/market research reports
	2	Evidence of feedback channels for customers
	3	Customer survey questionnaire sample, report and results (3 year trend data)
	4	Documents on complaint resolution process
	5	Documents relating to customer requirements for different segments
	6	Records of meetings/communication sessions with customers
	7	Service recovery plans/procedures
	8	Customer satisfaction results/trends

PEOPLE	1	HR plan/write-up on HR planning process
	2	Documentation on training needs analysis and review of training plans
	3	Documents/evidence of evaluation of training
	4	Employee opinion survey sample and follow-up
	5	Documents tracking turnover rates/absenteeism/grievances
	6	Performance appraisal documents - samples
	7	Documents on benchmarking of compensation packages
	8	Documents on employee involvement activities
	9	Documents highlighting the contribution of employee involvement activities to organisational productivity and quality objectives e.g. cost savings

PROCESSES	1	Documents on design process
	2	Documents on process control e.g. QC reports, control charts, SPC, etc.
	3	Procedures for handling of critical variances in key processes
	4	ISO 9001 quality manuals, quality procedures
	5	Quality audit reports (external audits for ISO certifications)
	6	Evidence of process improvements through audits/employee involvement activities, etc.
	7	Documents on supplier quality e.g. incoming QC, supplier ratings, supplier audits, etc.
	8	Evidence of feedback/communication with suppliers on requirements, supplier performance,

KNOWLEDGE	1	Documents on information management framework or information system architecture
	2	Reports on key performance indicators
	3	Documents relating to data integrity/consistency/accessibility
	4	Documents to show dissemination of key data and information to employees
	5	Benchmarking studies

RESULTS	1	Customer survey questionnaire results (3 year trend data)
	2	Customer satisfaction results/trends
	3	Training indicators/results for each employee group
	4	Employee opinion survey results
	5	Documents tracking turnover rates/absenteeism/grievances
	6	Documents on employee involvement results/trends
	7	Documents highlighting the contribution of employee involvement activities to organisational productivity and quality objectives e.g. cost savings
	8	Employee recognition results
	9	Documents on key results tracked at organisational level
	10	Business results/profitability/market share trends
	11	Results for performance of key support areas
	12	Other results/trend data for key indicators
	13	Product quality/reliability results
	14	Service quality results
	15	Cost reduction results for the organisation and suppliers
	16	Cycle time reduction results
	17	Time to market results
	18	Comparative data and benchmarks/trends