



BUSINESS
EXCELLENCE

BUSINESS EXCELLENCE FRAMEWORK

Enterprise
Singapore

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Disclaimer: Information correct as at 1 February 2019

FOREWORD

The Business Excellence (BE) initiative enables organisations to strengthen their management systems and processes to drive productivity and growth. With SMEs at the heart of Singapore's economic transformation, there is increasing adoption of the BE initiative by SMEs to strengthen their business fundamentals. It enables them to validate their performance and gain recognition locally and internationally.

Organisations demonstrating superior performance on the journey of excellence are recognised through BE Awards, with the Singapore Quality Award with Special Commendation (SQA SC) as the pinnacle award. These awards recognise organisations for world-class performance. With more than 2,000 organisations on the BE journey, the BE initiative continues to provide them with a roadmap for excellence, to grow and stay competitive.

Recognising the success of the BE initiative to drive business excellence, Enterprise Singapore (previously SPRING Singapore) was designated by the Asian Productivity Organization (APO) as the Centre of Excellence (COE) for BE in the region. With this recognition, it helped APO member countries to promote the benefits of business excellence. Singapore is also a founding member of the Global Excellence Model (GEM) Council representing premier excellence models from around the world.

To continue to be relevant, the BE Framework which underpins the BE initiative, has been enhanced to keep pace with the changing business landscape. All organisations will now pursue the holistic standard of the Singapore Quality Class (SQC) and can deepen their niche capabilities through the People, Innovation and Service standards. The SQC will now serve as a single mark of excellence and provides a consistent brand identity for organisations with good management practices.

I urge organisations to leverage the BE Framework and embark on the journey of excellence to scale greater heights.



A handwritten signature in black ink that reads "T S Cham". The signature is stylized and fluid.

Prof Cham Tao Soon

Chairman

SQA Governing Council

ABOUT BUSINESS EXCELLENCE

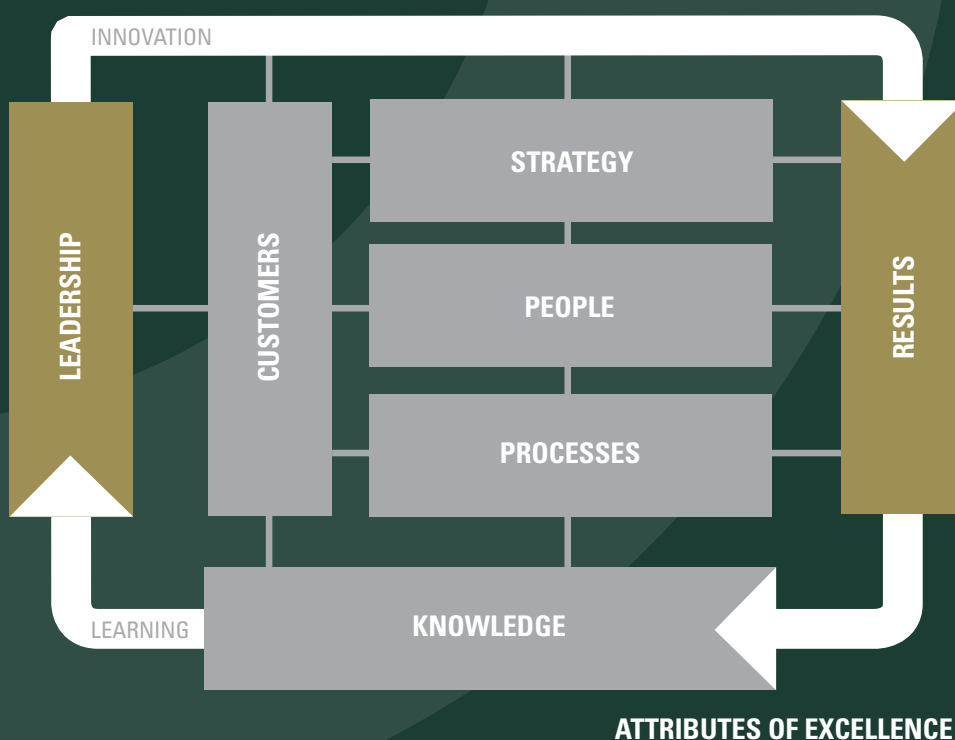
The Business Excellence (BE) initiative helps organisations enhance their management systems and processes to deliver superior performance. It is based on a robust BE Framework, which is a globally benchmarked developmental tool. It is aligned to international excellence frameworks adopted for the Malcolm Baldrige National Quality Award, EFQM (European Foundation for Quality Management) Excellence Award, Japan Quality Award and the Australian Organisational Excellence Awards.

The BE Framework provides organisations with a roadmap for excellence to align their strategies and goals to their objectives for sustainable performance. To validate their performance on this journey, organisations go through an assessment based on the BE Framework. This allows them to understand their strengths and areas for improvement and guides them to achieve higher levels of performance.

Since its inception in 1994, the BE initiative has garnered the support of external stakeholders such as partner agencies, management representatives and volunteer assessors from certified BE organisations. While partner agencies and management representatives help to promote and share good practices in the BE community, assessors validate good management practices.

THE BUSINESS EXCELLENCE FRAMEWORK

ORGANISATIONAL PROFILE



ATTRIBUTES OF EXCELLENCE

The BE Framework provides a comprehensive set of management standards for business excellence. It illustrates the cause and effect relationships between the drivers of performance and the results achieved.

The **Attributes of Excellence** describe key characteristics of high performing organisations and are embedded throughout all the critical drivers of the framework. The **Organisational Profile** sets the context for the way the organisation operates and serves as an overarching guide for how the framework is applied.

In the framework, there are seven categories used to assess an organisation. **Leadership** sets the strategic direction for the organisation and drives the mindset of excellence. **Customers** are positioned after leadership to demonstrate the focus on customer-centricity. **Strategy** is developed based on understanding internal and external stakeholder requirements, which guides the development of **People** and **Process** capabilities to achieve desired **Results**. **Knowledge** is part of the feedback loop of Learning and Innovation, which supports decision-making and drives improvements.

Sound approaches and effective deployment help organisations know where they are on the excellence journey and what they need to do to improve their performance.

ATTRIBUTES OF EXCELLENCE

ATTRIBUTES	DESCRIPTIONS
Leading with Vision and Integrity	Leaders inspire with their vision and values. They are steadfast in their principles but flexible in the details. They co-create the future with stakeholders and set the direction for achieving excellence.
Creating Value for Customers	Value is created when organisations know their customers intimately. They understand the complexity of their evolving needs and expectations and enhance the customer experience through quality offerings.
Driving Innovation and Productivity	Innovative organisations succeed not by imitation but by re-invention. Employees are passionate about innovation, committed to improvements and processes are highly effective and efficient.
Developing Organisational Capability	Future-ready organisations embrace new knowledge and technologies to keep abreast of global trends. They strengthen internal capabilities and knowledge sharing to identify opportunities for growth and improve decision-making.
Valuing People and Partners	Valuing people and partners creates a culture of empowerment. Employees are highly skilled and deliver high performance. Organisations build strong partnerships for shared ownership and achievement of goals.
Managing with Agility	Competition demands organisations to execute with consistency and respond to changes with agility. This requires flexibility in their operations to manage change and skills in assessing rewards and risks.
Sustaining Outstanding Results	High performing organisations are poised for market leadership and growth. They achieve outstanding financial and customer results while meeting the interests of employees and other stakeholders. They balance short-term gains and long-term returns.
Adopting an Integrated Perspective	An integrated perspective promotes a culture of alignment internally and with external partners. It reaps synergies from optimising linkages among core functions.
Anticipating the Future	High performing organisations anticipate and invest for the future. Leaders are committed to responsible and sustainable business practices. Understanding and balancing these priorities provide key stakeholders and customers with confidence in the organisations' sustainability.

ORGANISATIONAL PROFILE

The organisational profile sets the context for the way the organisation operates. It provides a snapshot of the organisational environment, strategic challenges, organisational directions and key relationships with customers, suppliers, partners and stakeholders.

It is important that organisations begin the process of applying the BE Framework with the organisational profile because:

- It facilitates an understanding of the operating context and key parameters as the organisation conducts a self assessment;
- It helps the organisation focus on key areas to highlight and identify gaps in key information; and
- It helps the assessors understand the organisation and adjust the assessment approach to its operating context.

The organisation will be assessed using the criteria requirements in relation to its environment, relationships, influences and challenges as outlined below.

ORGANISATIONAL DESCRIPTION

This describes the organisation's business environment and its key relationships with customers, suppliers, partners and stakeholders.

1. Organisational Environment

- Describe the mission, vision and values
- Describe the main products and services and how they are delivered to customers
- Describe the core competencies
- Describe the employee profile (e.g. number of employees, job types, demographics)
- Describe the major equipment, facilities and technologies used
- Describe the regulatory environment (e.g. occupational health and safety regulations, accreditations, certifications, relevant industry standards and product regulations)

2. Organisational Relationships

Relationship with the parent organisation (if applicable)

- Outline the relationship with the parent organisation and the number of employees relative to the parent organisation
- Describe how the products and services relate to that of the parent organisation and/or other units of the parent organisation
- Describe the key support services provided to and by the parent organisation

Relationship with customers

- State the major markets (e.g. local, regional and international) and the principal customer types (e.g. consumers, other businesses and government)
- State the key requirements for the products and services. Highlight significant differences, if any, in requirements among customer groups or markets
- Include any special relationship with key customer groups (e.g. alliances and partnerships)

Relationship with suppliers and/or partners

- State the number and types of suppliers and/or partners and highlight the most important ones
- Outline the relationship with suppliers and/or partners and explain any limitations or special relationships
- Describe the key requirements for suppliers and/or partners

ORGANISATIONAL CHALLENGES

This describes the organisation's competitive environment, strategic challenges and organisational directions.

1. Competitive Environment

- Identify the competitors, if any
- Describe the competitive position (e.g. relative size and growth) in the industries or markets served
- Outline the key success factors (e.g. productivity growth and innovation)
- Describe the key changes in the competitive environment and growth opportunities

2. Strategic Challenges

- Describe the key business, operational and human resource strategic challenges

3. Organisational Directions

- Outline new thrusts (e.g. entry into new markets, formation of new alliances, introduction of new technologies, services or products and changes in strategy)

BE CERTIFICATIONS AND AWARDS

The BE Framework covers all the critical factors for excellence and these are addressed in the seven categories – Leadership, Customers, Strategy, People, Processes, Knowledge and Results.

Depending on organisations' needs and strategies, organisations may choose from the certification and award programmes under the BE initiative to enhance their capabilities:

BE Certifications

Organisations on the BE journey are required to pursue the Singapore Quality Class (SQC) as a required foundation, before deepening their niche capabilities in Innovation, People and Service.

The assessment of the organisation, using the BE Framework, is based on a 1,000-point scale. Organisations seeking to be certified to the:

- SQC must score at least 400 points
- SQC with Niche must fulfil both the minimum requirements of the SQC, and score at least 40 points on a 100-point scale for each respective niche criteria
- SQC STAR must score at least 550 points upon renewal of the SQC

The SQC has a validity of three years and organisations can pursue up to a maximum of two niches. The same applies to the SQC STAR, which has a validity of four years.

BE Awards

The BE Awards recognise organisations that demonstrate outstanding performance based on the holistic BE standard. Organisations need to score a minimum of 700 points out of a 1,000-point scale to attain the following awards:

- Singapore Quality Award (SQA)
- Innovation Excellence Award (IEA)
- People Excellence Award (PEA)
- Service Excellence Award (SEA)

The IEA, PEA and SEA fall under the category of niche awards and have additional criteria requirements for the assessment.

The Singapore Quality Award with Special Commendation (SQA SC) recognises past SQA Winners and/or Niche Award Winners (from 2017 onwards) for scaling greater heights of excellence and sustained global leadership. It is the pinnacle award for business excellence. It requires a score of 800 points out of a 1,000-point scale.

All BE Awards have a tenure of five years. The criteria for BE Awards applications are:

- All organisations can only apply for one award in each award cycle year
- Organisations can reapply for the same award attained on the last year of tenure
- Organisations can apply for a different award but must observe a one-year award cycle gap
- Niche award winning organisations cannot apply for the SQA during the tenure period
- Organisations can only attain a maximum of two niche awards during the awards tenure period

The BE certifications are open for applications throughout the year while the BE Awards are conferred annually through a separate awards cycle. In the event that an organisation attains more than 700 points in the certification assessment, it will still receive a certification and may apply for an award in a subsequent awards cycle.


Singapore Quality Class (SQC)

	<p>≥400 points</p>	<p>SQC recognises organisations that have attained robust business fundamentals and met standards for good business performance.</p>
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Singapore Quality Class with Niche

  	<p>≥400 points for SQC and ≥40 for Niche</p>	<p>SQC with Niche recognises organisations that have met the standards for SQC and achieved excellence in the Niche area of Innovation, People and/or Service.</p>
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Singapore Quality Class STAR

	<p>≥550 points</p>	<p>SQC STAR recognises SQC organisations that have made further improvements in their business excellence journey when they undergo renewals. It motivates organisations to push for higher levels of performance.</p>
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Business Excellence (BE) Awards

   	<p>≥700 points</p>	<p>BE Awards recognise organisations for outstanding management capabilities and for achieving world-class standards of performance.</p>
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Singapore Quality Award with Special Commendation (SQA SC)

	<p>≥800 points</p>	<p>SQA SC recognises past SQA winners and/or Niche Award winners for scaling greater heights of excellence and sustained global leadership.</p>
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Footnote 1:
 Organisations applying for the SQC can apply up to a maximum of two Niches on top of their SQC.

Organisations applying for SQC + Niche will have to address up to an additional 12-16 statements related to the respective Niche area in Innovation, People or Service.

KEY CHARACTERISTICS OF THE FRAMEWORK CRITERIA

The criteria are non-prescriptive

The criteria are made up of performance-oriented requirements which are non-prescriptive. They do not describe how an organisation is to be managed or organised. Instead, the focus is on outcomes derived by adopting appropriate methods, tools or techniques, the selection of which may depend on many factors such as the organisation's size, type, stage of development and capabilities.

The criteria are comprehensive

The criteria address all internal and external requirements of an organisation, including how all processes are managed with internal and external stakeholders, customers, employees and partners. Existing and new or evolving strategies may be described when addressing the same set of criteria requirements.

The criteria emphasise learning cycles

The criteria encourage learning and improvement cycles in all parts of an organisation. The cycles generally include four stages: strategising or planning, execution of plans, assessment of progress and improvements based on assessment findings.

The criteria emphasise alignment

The criteria support a systems perspective to maintain alignment of goals within the organisation. This is achieved through understanding the cause-effect linkages among the criteria, and connecting strategies and measures that reinforce overall organisational goals. These strategies and measures drive overall performance.

The criteria support goal-based diagnosis

The criteria and the scoring guidelines form a two-part diagnostic (assessment) system. The criteria are a set of performance-oriented requirements and the scoring guidelines spell out the dimensions (approach, deployment and results) used to assess an organisation. An assessment thus provides the organisation with a profile of the strengths and areas for improvement relative to the criteria requirements. This diagnostic assessment is a useful management tool that goes beyond most performance reviews.

For each category, the specific requirements are presented in the format below:

Category Number	Category Title	Category Point Value	
<p>1. LEADERSHIP (120 points)</p> <p>The Leadership category focuses on the organisation’s leadership, mission, vision and values, governance system as well as responsibility to the community and the environment</p> <p><i>Excellence Indicators</i></p> <ul style="list-style-type: none"> • Senior leaders have developed a clear vision, mission and set of values which drive excellence and they personally exemplify the values. • Senior leaders are personally involved in communicating the organisation’s directions to key stakeholders and in engaging them for regular feedback. 			<p>Category’s overall description</p>
<p>1.1 Senior Leadership (50 points)</p> <p>How senior leaders guide the organisation to achieve and sustain excellence</p> <p>Describe how the organisation’s senior management:</p> <ol style="list-style-type: none"> Develops the organisation’s mission, vision and values, and communicates them to key stakeholders Engages key stakeholders to drive the organisation’s performance Acts as role models and grooms future leaders <p>Interpretation notes</p> <p>N1. Excellence is when organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.</p>			<p>Description of sub-category</p> <p>Requirements to be addressed</p> <p>Notes to clarify terms and requirements</p>

THE HOLISTIC BUSINESS EXCELLENCE STANDARD

The Singapore Quality Class (SQC), Singapore Quality Class STAR (SQC STAR), Singapore Quality Award (SQA) and Singapore Quality Award with Special Commendation (SQA SC) are all based on the holistic BE standard. It provides organisations with a holistic model for business management and it examines seven categories, i.e. Leadership, Customers, Strategy, People, Processes, Knowledge and Results.

CRITERIA

1. LEADERSHIP (120 points)

The Leadership category focuses on the organisation's leadership, mission, vision and values, governance system as well as responsibility to the community and the environment

Excellence Indicators

- Senior leaders have developed a clear vision, mission and set of values which drive excellence and they personally exemplify the values.
- Senior leaders are personally involved in communicating the organisation's directions to key stakeholders and in engaging them for regular feedback.
- Senior leaders drive the organisation's performance and engage key stakeholders to contribute to such efforts.
- Senior leaders advocate an organisational culture which embraces organisational change, and employees are empowered to innovate and take responsible risks.
- Senior leaders serve as role models for desired behaviours and are committed to grooming future leaders for organisational sustainability.
- Employees are committed to the organisation's mission and vision, and demonstrate the values in their work.

- The organisation has a well-defined corporate governance system to ensure business continuity and risk management, as well as accountability and transparency that are consistent with statutory and regulatory requirements or guidelines.
- The organisation has well-defined policies and programmes to contribute to the sustainable development of the community and environment which it operates in.

1.1 Senior Leadership (50 points)

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

Interpretation notes

- N1. Excellence is when organisations achieve and sustain outstanding levels of performance that meet or exceed the expectations of all their stakeholders.
- N2. Senior leaders may personally communicate the organisation's mission, vision and values through their involvement in employees' performance reviews and appraisals, learning and development, and recognition.
- N3. Evaluation of leadership effectiveness may include an assessment of senior leaders by peers, direct reports, board of directors, and employees.

1.2 Organisational Culture (40 points)

How the organisation develops a culture that is consistent with its values, and encourages learning, innovation as well as the achievement of strategic goals

Describe how the organisation:

- a. Develops a culture that supports the organisation's mission, vision and values to drive growth
- b. Translates values into desired employee behaviours to enable innovation, learning and achieve the organisation's goals
- c. Embraces organisational change for sustainability

Interpretation notes

- N1. The organisation may demonstrate alignment of its culture with its mission, vision and values through its policies, practices and behaviours.
- N2. The organisational culture may be interpreted through the lens of intrinsic behaviours, values and assumptions that are communicated to new employees when they are inducted into the organisation.
- N3. The organisation may embrace organisational change for sustainability by addressing current organisational needs. Values, desired behaviours, policies and programmes are in place to equip leaders and employees with the ability to learn quickly and make sound and timely decisions based on available information, experience and knowledge.
- N4. A sustainable organisation is capable of addressing current business needs and has the agility and strategies to prepare successfully for its future business, market and operating environment.

1.3 Corporate Governance and Social Responsibility (30 points)

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

Describe how the organisation:

- a. Establishes a governance system to ensure accountability and transparency
- b. Implements policies and involves stakeholders to contribute to the community and the environment

Interpretation notes

- N1. The governance system may include, but is not limited to, the presence of management approval of the strategic direction, financial and human resource plans to meet strategic goals, review of management performance, organisational controls and risk management, compliance with statutory and regulatory requirements or guidelines, succession planning, ethical behaviour, conflict of interest policies, disclosure, reporting and audits.
- N2. The governance structure includes roles and responsibilities of key parties involved such as the organisation's governance board, management and owners/shareholders.
- N3. The organisation should consider the potential impact of its products, services and operations on the environment.
- N4. The organisation's responsibility to the community may include its efforts to strengthen local community services, education and health, sharing of best practices and involvement in the activities of trade, business and professional associations.

2. CUSTOMERS (100 points)

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

Excellence Indicators

- The organisation places customers at the core of its business model and culture.
- The organisation uses various channels (e.g. market intelligence, focus groups, frontline employees, surveys) to identify opportunities and enhance its value proposition.
- Markets and customers are segmented to determine and address specific requirements to differentiate customer offerings and enhance customer satisfaction.
- Customer requirements and expectations are incorporated into the strategic development and implementation processes.
- The organisation engages customers to co-create and improve the customer experience.
- Customer-contact employees are well-trained and able to answer customers' queries or resolve their issues effectively to ensure a positive customer experience. Issues and feedback from customers are tracked and used to prompt improvement plans.
- Customer satisfaction is monitored through different channels (e.g. customer surveys, feedback forms, complaints and compliments) to increase customer loyalty.

2.1 Customer Requirements (30 points)

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 the strategic plans

Interpretation notes

- N1. The organisation segments its markets and customers through business and market analyses to understand customer expectations and requirements. This enables it to identify offerings tailored to meet customer needs and build loyalty.
- N2. Listening channels may vary for different customers, market and customer segments and may include customer focus groups, interviews with customers, customer feedback channels, competitive comparisons, social media and web-based technologies.
- N3. The translation of market and customer information (e.g. needs, expectations and potential requirements) to strategic plans may be demonstrated through the inclusion of customer information in strategic plans, action plans, or policies.
- N4. New market and customer requirements are incorporated into strategic plans.

2.2 Customer Experience (40 points)

How the organisation engages customers to co-create products, services or experience, improve customer loyalty and enhance customer experience

Describe how the organisation:

- a. Incorporates customer expectations in designing touch points, products, processes and services

- b. Ensures customer feedback is addressed and analysed
- c. Provides ease of access for customers to seek assistance and information to enhance the customer experience
- d. Sets performance standards at customer touch points to ensure consistent service delivery

Interpretation notes

- N1. Co-creation with customers may include the translation and incorporation of customer requirements, needs and wants into the organisation's products, services, processes or customer experiences offered.
- N2. Effective analysis of feedback may be demonstrated by eliminating the root causes of issues relating to negative feedback, identifying what drives positive experiences and the setting of priorities for product, service and process improvements.
- N3. "Customer touch points" refer to the organisation's points of contact with customers and users of its product, service or brand from start to finish. It can include interfaces before, during and after a transaction and may be applied in business-to-business as well as business-to-consumer environments.
- N4. Performance standards at customer touch points may consider the quality of customer interactions which include measures of reliability, response time and desired customer-centric behaviours.

2.3 Customer Satisfaction (30 points)

How the organisation determines and improves customer satisfaction

Describe how the organisation:

- a. Determines and improves customer satisfaction for various customer segments

- b. Determines current and future drivers of customer satisfaction
- c. Incorporates customer insights and feedback into the strategic improvement plans

Interpretation notes

- N1. The organisation may determine customer satisfaction by collecting information on customer ratings of specific product, service and process features, comparing satisfaction levels with competing or alternative offerings.
- N2. The organisation may analyse data and information on customer satisfaction to predict customers' future needs and behaviours, which may be used to guide the development of future plans.

3. STRATEGY (80 points)

The Strategy 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

Excellence Indicators

- The strategy is systematically developed based on the external environment (e.g. customer feedback, market intelligence, industry trends), internal capabilities (e.g. data on operational performance, quality indicators) and with inputs from stakeholders.
- The long- and short-term goals and plans are comprehensive, quantifiable and forward-looking.
- The strategy development process produces an overall business plan, and goes beyond a financial or budget plan. The process is robust and responsive to changing needs.

- The strategy implementation process involves cascading plans to all levels, and translating corporate goals into department and individual goals. Relevant and well-defined indicators are identified to track the achievement of the plans and goals.

3.1 Strategy Development (40 points)

How the organisation develops a strategy and determines strategic goals

Describe how the organisation:

- a. Determines organisational challenges and anticipates external changes and risks
- b. Develops long- and short-term strategies to achieve organisational goals
- c. Engages key stakeholders in the strategy development process

Interpretation notes

- N1. The strategy development process may involve the use of various types of forecasts, projections, options, scenarios, knowledge or other approaches to envision the future.
- N2. External changes and risks may include changes in regulatory policies and demographics. Types of risks include political, strategic, financial, operational, business continuity, technology-related and reputational.
- N3. The organisation's strategy may include new business models, products, services and markets, and the organisation's plan for revenue growth resulting from various approaches, including acquisitions, new partnerships and employee relationships.
- N4. The organisation could set stretch goals that are based on competitive analysis, process improvements or customer requirements.

3.2 Strategy Implementation (40 points)

How strategies are translated into long- and short-term action plans

Describe how the organisation:

- a. Develops and implements long- and short-term action plans
- b. Manages organisational risks associated with plans
- c. Allocates resources in a timely manner to achieve strategic goals
- d. Engages key stakeholders in the strategy implementation process
- e. Measures performance against plans and targets

Interpretation notes

- N1. Plans are developed and implemented to meet operational demands and achieve organisational goals. Plans may include annual plans, operational plans, human resource plans and marketing plans, amongst others.
- N2. The action plans should address how financial and other associated risks are managed.
- N3. The organisation puts in place business continuity plans to deal with potential disruptions to its operations.
- N4. The plans should also include resource commitments, key performance measures or indicators, and time horizons for achieving them.

4. PEOPLE (90 points)

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

Excellence Indicators

- Human Resource (HR) plans support the organisation's strategic goals. The plans cover areas such as talent management and retention as well as employee recruitment, engagement, satisfaction and development.
- There are talent management plans and programmes to groom future leaders at all levels.
- The learning and development needs of employees are identified and effectively addressed to drive organisational productivity and personal growth.
- The organisation understands the contribution of the employees to the organisation's success, their needs and expectations, and how best to care for them.
- The organisation encourages and measures employee participation and engagement to ensure high levels of satisfaction.
- There is a performance management system that effectively measures, recognises and rewards high performance and innovative behaviours.

4.1 Human Resource Planning (30 points)

How the organisation develops HR plans to achieve strategic goals and ensures high performance of employees

Describe how the organisation:

- a. Anticipates HR needs and develops HR plans and policies which are aligned to strategic goals and organisational values

- b. Establishes a recruitment and selection process to meet organisational needs
- c. Identifies and grooms employees for high performance

Interpretation notes

- N1. HR needs may be identified based on external factors such as changes in operating environment and internal factors such as employee demographics, performance, absenteeism, turnover and satisfaction levels.
- N2. HR plans support the achievement of strategic goals by developing workforce capabilities to meet current and future needs.
- N3. The recruitment and selection process may leverage appropriate testing methods, including assessments and simulations that measure job knowledge and abilities. It also assesses personality attributes and motivation levels for alignment to the organisational culture.

4.2 Employee Learning and Development (20 points)

How the learning and development of employees result in higher productivity and personal growth

Describe how the organisation:

- a. Engages employees to identify current and new competencies required to achieve organisational goals
- b. Provides learning and development opportunities to employees to achieve organisational and personal growth

Interpretation notes

- N1. The learning and development programmes should take into account job analysis (e.g. the types and level of skills required), organisational direction and timeliness of trainings.

- N2. Learning and development may occur inside or outside the organisation and involve on-the-job, classroom, computer-based, distance learning, or other types of formal and informal delivery.
- N3. The review of learning and development effectiveness should verify the knowledge and skills acquired by employees, the impact on the individual's performance, and the impact on the performance of the organisation.

4.3 Employee Engagement and Well-Being (20 points)

How the organisation engages employees, and enhances their well-being and satisfaction to improve organisational health and performance

Describe how the organisation:

- a. Supports individual and team participation to achieve organisational goals
- b. Develops a work environment that enhances employee health and well-being
- c. Measures employee satisfaction, engagement and well-being

Interpretation notes

- N1. An engaged workplace is characterised by a high-performing environment where people are motivated to do well and contribute to the success of the organisation.
- N2. An organisation may use different ways to encourage employees to contribute to the organisation's strategic goals and enhance a sense of belonging, such as through suggestion schemes, task forces and teams.

- N3. An organisation may enhance engagement and well-being by supporting the diverse needs of its people, with workplace health and safety initiatives, counselling, recreational activities, career and personal development, flexible work hours and family-friendly work arrangements.
- N4. Employee engagement and well-being may be measured by conducting employee feedback surveys and collecting data on safety, absenteeism, turnover, grievances and well-being.

4.4 Employee Performance and Recognition (20 points)

How the employee performance management and recognition systems encourage employees to achieve high performance and productivity as well as cultivate work behaviours that support innovation

Describe how the organisation:

- a. Supports high performance, productive and innovative behaviours to achieve organisational goals
- b. Reinforces desired behaviours and organisational values
- c. Rewards and recognises employees to achieve organisational goals

Interpretation notes

- N1. An organisation may use a variety of recognition approaches, including monetary or non-monetary, formal or informal and individual or group recognition.
- N2. Rewards and recognition schemes could include promotions and bonuses to support culture building and contributions to organisation's improvements.
- N3. A variety of channels are used to communicate the performance and recognition processes, e.g. HR roadshows.

5. PROCESSES (90 points)

The Processes category focuses on the management of key and support processes to achieve the organisation's strategic goals

Excellence Indicators

- The organisation has a systematic process to acquire, evaluate and implement creative ideas from all sources. Innovative ideas are evaluated and implemented to create value.
- Improvements are made to the innovation and design processes to shorten cycle time, improve design quality and reduce costs.
- The organisation's key processes have clear objectives and targets (e.g. cycle time, quality level) which are linked to organisational goals. They are regularly reviewed to ensure they meet performance standards or targets.
- External parties (e.g. customers, suppliers, business partners) are involved in key aspects of the design process (e.g. giving inputs, design review, product/service reviews).
- There is a system to analyse root causes, take prompt corrective actions and prevent future re-occurrence when a process fails to meet specified standards or targets.
- The organisation identifies and selects its suppliers and partners who support its strategy.
- The organisation proactively ensures that suppliers have the capability and capacity to meet its requirements (e.g. supplier audits, supplier rating and certification system).

5.1 Innovation Capabilities (30 points)

How the organisation harnesses innovation to design new products and services as well as their related production and delivery systems

Describe how the organisation:

- a. Develops and implements innovative ideas to create value
- b. Involves key stakeholders in generating and implementing innovative ideas and solutions

Interpretation notes

- N1. The design of new products, services and systems may include the development of variants or modification of existing products, services and systems, as well as the development of new products, services and systems emerging from research and development or other concept developments.
- N2. Innovative ideas may be harvested through various approaches, including gathering inputs and feedback from employees, customers, partners and suppliers, and performing research and comparative studies.

5.2 Process Management (30 points)

How production, delivery and support processes for products and services are managed

Describe how the organisation:

- a. Manages key and support processes to meet customer and operational requirements
- b. Drives process improvement to enhance productivity and achieve higher organisational performance
- c. Sustains key processes in times of emergencies to ensure business continuity

Interpretation notes

- N1. The organisation should define the key production and delivery processes that are most important in running the organisation and sustaining or achieving a competitive advantage.
- N2. The organisation should define the process requirements and performance indicators associated with the key processes identified.
- N3. Support processes may include facilities management, legal, human resource, project management, finance, accounting and administrative processes.
- N4. Process improvement may occur through various ways, including technology adoption, process research and development, use of process improvement tools, process re-engineering and benchmarking.
- N5. Emergencies may be related to natural (e.g. weather-related, pandemics), human (e.g. deliberate acts of man including fraud and terrorism), or technologically-related events (e.g. IT system and power failures) that have the potential to disrupt and impact operations.
- N6. Business continuity may be achieved through the prevention, mitigation and management of emergencies.

5.3 Supplier and Partner Management (30 points)

How key suppliers and partners for the production and delivery of products and services are managed

Describe how the organisation:

- a. Identifies and manages key suppliers and partners to achieve organisational goals
- b. Engages key suppliers and partners to co-create products and services

Interpretation notes

- N1. Partners may include distributors, regulatory bodies, competitors and complementary organisations. The organisation may work with partners in various ways, such as through collaborations, strategic partnerships, joint ventures and alliances.
- N2. The organisation may gather requirements in various ways, including audits, process reviews, inspections, certifications, testing and rating systems.
- N3. The organisation could support the capability development of suppliers and partners to meet its requirements.

6. KNOWLEDGE (70 points)

The Knowledge category focuses on how the organisation harnesses information for learning, planning and decision-making, which includes competitive analysis and benchmarking. This helps the organisation to determine performance and drive improvement and innovation for superior performance

Excellence Indicators

- Relevant information is selected and used to support planning, decision-making, and track performance relative to strategic goals.
- There is an effective approach for collecting and managing information (e.g. business development and financial growth) for strategy development and performance improvement.
- There are systems to capture information and knowledge, which are shared with stakeholders and are used for organisational learning and value creation.
- There are robust systems to ensure the accuracy, reliability and accessibility of information.
- There is a systematic process to analyse comparative data and information to drive performance improvement.
- Information and knowledge used for performance measurement and planning cover all result areas including customer results, financial and market results, people results and operational results.
- Competitive analysis and benchmarking of best practices are used to set “stretch” goals and drive superior performance.

6.1 Knowledge Management (35 points)

How knowledge is generated from information collected, and used to create value for the organisation

Describe how the organisation:

- a. Collects and manages information for strategy development, decision-making and organisational learning
- b. Ensures the accuracy, accessibility and security of information

Interpretation notes

- N1. An organisation may collect information and generate knowledge through various ways, including research, market analysis, employee contributions and incorporation of customer and supplier knowledge.
- N2. Collecting information includes the use of social media and web-based technologies to gather information and insights of customers.
- N3. Security of information includes how electronic data is managed to ensure protection of information systems/ data.
- N4. The organisation leverages new technologies e.g. digital platforms to build differentiation, create value and brand positioning.

6.2 Analytics for Performance Management (35 points)

How the organisation leverages analytics for decision-making, performance management, organisational learning and improvement

Describe how the organisation:

- a. Leverages knowledge and information to create new value
- b. Uses comparative and benchmarking knowledge to improve performance

Interpretation notes

- N1. Analytics may include performance trend analysis, projections, comparisons, root cause analysis and cause-effect correlations.
- N2. The knowledge generated should help the organisation assess the financial viability and potential benefits or gains from its initiatives in relation to associated risks.

7. RESULTS (450 points)

The Results category focuses on the organisation's performance in key areas. This includes qualitative and quantitative results, as well as comparative data and competitive analysis. The indicators should go beyond current levels to include relevant indicators of future success

Excellence Indicators

- There are key performance indicators which track customer, financial and market, people and operational results.
- The indicators are linked to the organisation's strategic goals. They include both actual results and projections to demonstrate organisational sustainability.
- There are trends which show that the organisation consistently meets or exceeds targets.
- Comparisons are carried out within the industry and across industries, and the results indicate high performance relative to competitors or industry standards.
- There are reasons provided for adverse trends and improvement actions have been taken or planned for.

SUB-CRITERIA (point value)	AREAS TO ADDRESS (include current levels and trends in key measures of these areas)	EXAMPLES (may be quantitative and/or qualitative)	RELATED SUB-CATEGORY
<p>7.1 Customer Results (110 points)</p>	<p>a. Customer satisfaction and experience b. Product and service performance</p> <p><i>Different market and customer segments should be addressed</i></p>	<ul style="list-style-type: none"> - Customer satisfaction, loyalty and overall experience - Customer feedback - Customer's overall assessment of products/ services - Customer awards - Net promoter score/ mystery audit results - Other relevant indicators on customer relationships 	<p>2.1 – 2.3</p>
<p>7.2 Financial and Market Results (120 points)</p>	<p>a. Financial performance, including financial results and economic value b. Marketplace performance, including growth and market share, position and acceptance</p> <p><i>Competitors and industry standards should be considered</i></p>	<ul style="list-style-type: none"> - Aggregate measures such as revenue growth, net income and profitability, value-added, liquidity, debt-to-equity ratio, return on investment, asset utilisation, surplus, and market share - Other relevant indicators on marketplace challenges and opportunities as well as financial and market sustainability 	<p>NA</p>
<p>7.3 People Results (110 points)</p>	<p>a. Human Resource Planning b. Employee learning and development c. Employee engagement and well-being d. Employee performance and recognition</p> <p><i>Different categories of employees should be addressed</i></p>	<ul style="list-style-type: none"> - Employer branding activities - Recruitment programmes (e.g. cost per hire, revenue per employee) - Engagement levels - Training and development levels and expenditure - Talent development programmes and retention rates - Leadership grooming programmes - Coaching and mentoring programmes - Workplace diversity (e.g. employee awareness, multicultural investments) - Employee surveys and feedback, perception of practices/policies - Generic factors such as safety, absenteeism, turnover, recruitment and overall satisfaction 	<p>4.1 – 4.4</p>

SUB-CRITERIA (point value)	AREAS TO ADDRESS (include current levels and trends in key measures of these areas)	EXAMPLES (may be quantitative and/or qualitative)	RELATED SUB-CATEGORY
7.4 Operational Results (110 points)	a. Process performance b. Suppliers and partners performance c. Governance system and contribution to the community, society and the environment <i>Results not addressed in sub-categories 7.1, 7.2 and 7.3 which relate to the organisation's key performance requirements should be considered</i>	<ul style="list-style-type: none"> - Relevant indicators on productivity, efficiency and innovation such as inventory turns and delivery time - Specific indicators on process performance - Compliance, audit findings - Contributions to environmental sustainability such as waste reduction and participation in community outreach efforts 	1.3 5.1 – 5.3

Interpretation notes

For 7.1

N1. The combination of direct customer indicators with product/service performance indicators provides an opportunity to determine the relationship between the organisation's products/services, and customer satisfaction and experience.

For 7.2

N2. The results should provide an understanding of the organisation's financial sustainability and marketplace challenges and opportunities.

SCORING SYSTEM

SCORING GUIDE

CATEGORY	SUB-CATEGORY (NUMBER OF REQUIREMENTS)	POINT VALUE	TOTAL POINTS
1. Leadership	1.1 Senior Leadership (3)	50	120
	1.2 Organisational Culture (3)	40	
	1.3 Corporate Governance and Social Responsibility (2)	30	
2. Customers	2.1 Customer Requirements (2)	30	100
	2.2 Customer Experience (4)	40	
	2.3 Customer Satisfaction (3)	30	
3. Strategy	3.1 Strategy Development (3)	40	80
	3.2 Strategy Implementation (5)	40	
4. People	4.1 Human Resource Planning (3)	30	90
	4.2 Employee Learning and Development (2)	20	
	4.3 Employee Engagement and Well-being (3)	20	
	4.4 Employee Performance and Recognition (3)	20	
5. Processes	5.1 Innovation Capabilities (2)	30	90
	5.2 Process Management (3)	30	
	5.3 Supplier and Partner Management (2)	30	
6. Knowledge	6.1 Knowledge Management (2)	35	70
	6.2 Analytics for Performance Management (2)	35	
7. Results	7.1 Customer Results (2)	110	450
	7.2 Financial and Market Results (2)	120	
	7.3 People Results (4)	110	
	7.4 Operational Results (3)	110	

The BE Framework provides a structured method for evaluating an organisation's performance. Organisations need to provide objective, quantifiable responses to comprehensively address the criteria requirements. Assessors use a three-dimensional scoring system to evaluate:

1. the approaches adopted by an organisation to drive performance;
2. the deployment of the approaches throughout the organisation; and
3. the results achieved within the organisation and with its external stakeholders.

The definitions and requirements of the three dimensions are:

a. APPROACH

This refers to how the organisation addresses the criteria requirements. The factors used to evaluate approach include:

- Extent to which the methods, tools and techniques are appropriate and effective for the requirements
- Degree to which the approach is systematic, integrated, consistently applied, reviewed and refined
- Evidence of innovation, including effective adaptations of approaches used in other applications or organisations

b. DEPLOYMENT

This refers to the extent to which the approach is applied by the organisation. The factors used to evaluate deployment include:

- Appropriate and effective application of the approach in functional/operational areas
- Appropriate and effective application of the approach in interactions with customers, employees, suppliers/ partners of goods and services, and the public
- Approach is applied consistently across functional/ operational areas

c. RESULTS

This refers to the organisation's outputs and outcomes in achieving the requirements in category 7. The factors used to evaluate results include:

- Current performance levels
- Performance levels relative to appropriate comparisons and/or benchmarks
- Rate, breadth and importance of performance requirements
- Linkages of result measures to key performance requirements identified in the Organisational Profile and the criteria requirements

SCORING TABLE FOR CATEGORIES 1-6

Take the lower of the two scores for Approach and Deployment

BAND	LIMITED	FAIR	GOOD	VERY GOOD	EXCELLENT
Score	1% – 19%	20% – 39%	40% – 59%	60% – 79%	80% – 100%
Approach	Reactive and undefined	Beginning of a planned approach	Sound and aligned with basic organisational needs	Effective, progressive and well-integrated with organisational needs	Exceptional, innovative and fully-integrated with organisational needs and recognised as best practice in the field
	No planned review and refinement		Ongoing review and refinement		
Deployment	Not deployed	To few functional/operational areas	To key functional/operational areas	To most functional/operational areas and is consistently practised	To all functional/operational areas and is consistently practised
	No planned review and refinement		Ongoing review and refinement		

SCORING TABLE FOR RESULTS CATEGORY

Take the lower of the two scores for Reporting of Results and Performance Levels

BAND	LIMITED	FAIR	GOOD	VERY GOOD	EXCELLENT
Score	1% – 19%	20% – 39%	40% – 59%	60% – 79%	80% – 100%
Reporting of results	Not reported for all key areas	Reported for some key customer, financial, people and operational requirements	Reported for most key customer, financial, people and operational requirements	Results reported for all customer, financial, people and operational requirements	
Performance levels - Improvement trends - Comparative information	Poor	Good in few areas	Good in key areas Some comparisons and benchmarks	Good and sustained in most areas Favourable comparisons and benchmarks in key areas relative to the industry	Excellent and sustained in all areas Excellent comparisons and benchmarks in most areas with evidence of global best practices

ADDITIONAL REQUIREMENTS FOR INNOVATION NICHE

INNOVATION

The Niche BE standard for Innovation enables organisations to develop capabilities in harnessing innovative ideas and creating value from them. This includes higher revenue, profits, productivity, customer satisfaction or other measures of success for various stakeholders. It examines specific requirements within the seven categories of BE that highlight innovation capabilities, while ensuring that the basic requirements of a well-run organisation are not overlooked.

CRITERIA

1. LEADERSHIP (20 points)

Excellence Indicators

- Senior leaders have developed a clear vision, mission and set of values which drive innovation and articulate the importance to the organisational performance.
- Senior leaders set and communicate directions to encourage innovation, and to build knowledge and capabilities for innovation.
- Senior leaders serve as role models through their commitment to innovation excellence. They advocate an innovation culture and encourage ideas from all sources.
- The innovation culture of the organisation encourages open communication, greater employee empowerment, risk-taking, challenging conventions, greater experimentation and tolerance of failures.

1.1 Senior Leadership

Describe how the organisation's senior management:

- a. Demonstrates and reinforces their commitment to innovation excellence

Interpretation notes

- N1. Senior leaders may demonstrate their commitment to innovation by articulating the purpose of innovation to the organisation, driving innovation projects, appointing innovation champions and allocating resources such as facilities, time and funds for innovation activities.

1.2 Organisational Culture

Describe how the organisation:

- a. Nurtures a culture that enables innovation

Interpretation notes

- N1. The organisation adopts innovation-focused policies and practices. Programmes to promote innovation culture are put in place.
- N2. A common understanding of the organisation's innovation culture is established among all employees.
- N3. The organisation may review and close the gaps between current and desired innovation culture.

2. CUSTOMERS (0 points)

This category's requirements are addressed in the Holistic Business Excellence Standard.

3. STRATEGY (20 points)

Excellence Indicators

- The strategy development process is robust, responsive to changing business trends, needs and opportunities, and how innovation would lead to better organisational performances.
- Innovation strategies are aligned to the overall organisational objectives and goals.
- Long- and short-term goals, including stretch targets, are defined and communicated to ensure the objectives for innovation are purposeful and tracked for performance. Work processes are aligned to support the achievement of these goals.
- The strategy implementation process involves cascading plans to all relevant levels, and translating corporate goals into department and individual goals.
- The organisation conducts active sourcing of innovation opportunities externally through partnership and feedback channels.
- Appropriate measures are in place to regularly monitor the achievement of innovation plans and goals.

3.1 Strategy Development

Describe how the organisation:

- a. Develops innovation strategies with clear goals and articulation of its intent and value to the organisation

Interpretation notes

- N1. The innovation strategy provides a roadmap that guides the organisation towards achieving its internal (e.g. process and productivity improvements) and/or business (e.g. improved/new product or service offerings, new market opportunities) performances.
- N2. The strategy development process may incorporate open innovation and crowdsourcing, leveraging internal and external sources for ideas and resources. External sources may involve suppliers, distributors, partners, customers and the public.

3.2 Strategy Implementation

Describe how the organisation:

- a. Cascades its innovation strategies
- b. Allocates resources to achieve innovation strategies

Interpretation notes

- N1. Cascading innovation strategies could include appointing innovation champions (e.g. innovation teams at the business unit level) to develop new value propositions or a corporate level team responsible for driving innovations across business units.
- N2. The organisation allocates resources such as people, time, physical space and finance to support innovation-related activities.

4. PEOPLE (20 points)

Excellence Indicators

- The organisation recruits employees with desired attributes to contribute to the innovation goals and strengthen the innovation culture.
- The HR policies and plans support the innovation strategies.
- The learning and development needs of employees are identified and addressed to support the innovation objectives.
- There are opportunities for employee participation in cross-functional activities and learning to support innovation.
- There is a performance management system that effectively measures, recognises and rewards contribution to innovation that leads to positive organisational performances.

4.2 Employee Learning and Development

Describe how the organisation:

- a. Determines employees' learning and development needs to contribute to the innovation goals

Interpretation notes

- N1. The organisation may identify the competency, knowledge and platforms required to enable its employees in driving innovation.

4.3 Employee Engagement and Well-Being

Describe how the organisation:

- a. Develops a work environment that encourages innovation

Interpretation notes

- N1. The organisation may provide employees with a transparent, open and conducive work environment where they are engaged to offer ideas and be a part of the decision-making process.
- N2. The organisation may also provide small monetary incentives for employees to work on ideas.

4.4 Employee Performance and Recognition

Describe how the organisation:

- a. Recognises and rewards individuals and teams for contributing to the innovation goals

Interpretation notes

- N1. Employees are recognised and/or rewarded for their ideas, suggestions and innovations, e.g. incentives for contributing ideas and involvement in team projects that resulted in improving organisational performance.

5. PROCESSES (25 points)

Excellence Indicators

- The organisation has a systematic process to acquire, evaluate and implement ideas that create value.
- The organisation has clearly defined its key and support processes for innovation and how it contributes to the organisational outcome(s).
- Improvements are made to the innovation and design processes to shorten cycle time, improve design quality and reduce costs, e.g. leveraging disruptive technologies.
- The process of innovating and inventing new products, services and solutions involve not only the employees but also customers, partners, suppliers and distributors.

5.1 Innovation Capabilities

Describe how the organisation:

- a. Develops processes to implement timely innovation and achieve breakthrough improvements in key processes, products and services
- b. Manages and incorporates emerging trends into its key processes in driving innovation

Interpretation notes

- N1. While breakthrough innovation is transformational, it can be a build-up of incremental but continuous innovation around existing product, process, service or business models that transform the way an organisation conducts its business.
- N2. Emerging trends may refer to disruptive technologies (e.g. social networking, mobile computing, analytics and cloud computing, etc.) and increasing influence of external sources and platforms (e.g. crowdsourcing, co-innovation, etc.) that drive innovation.

5.2 Process Management

Describe how the organisation:

- a. Manages key and support processes to achieve innovation outcomes
- b. Evaluates the value of innovations based on organisational objectives

Interpretation notes

- N1. The organisation evaluates and improves the performance of key business processes to drive learning and innovation.
- N2. The impact of innovations and improvements may be measured through indicators such as number of new products and services, cost savings, productivity improvements, market share, customer satisfaction, amount of intellectual property created and revenue from intellectual property.

6. KNOWLEDGE (15 points)

Excellence Indicators

- Knowledge is captured, analysed and made accessible to relevant stakeholders for decision-making and organisational learning.
- The organisation benchmarks its innovation-focused processes and practices to drive superior performance.

6.1 Knowledge Management

Describe how the organisation:

- a. Captures information and knowledge related to innovation
- b. Protects knowledge and the intellectual property generated from innovation projects

Interpretation notes

- N1. Knowledge may be captured through data sources such as market research, CRM system and web-tracking.
- N2. The organisation's knowledge and intellectual property generated from innovation projects may be protected through patents, designs, licensing, trademarks and copyrights.

6.2 Analytics for Performance Management

Describe how the organisation:

- a. Uses comparative and benchmarking information to drive innovation outcomes
- b. Analyses data and information of current performance to identify opportunities for innovation

Interpretation notes

- N1. Comparative information includes comparisons with competitors and/or comparable organisations. It may also include process performance improvements within the organisation.
- N2. Benchmarking refers to finding good practices, inside or outside the organisation's industry, and using the knowledge gained to achieve superior performance.

SCORING GUIDE

Category	Sub-category (number of requirements)	Total Points
1. Leadership	1.1 Senior Leadership (1)	20
	1.2 Organisational Culture (1)	
2. Customers		0
3. Strategy	3.1 Strategy Development (1)	20
	3.2 Strategy Implementation (2)	
4. People	4.2 Employee Learning and Development (1)	20
	4.3 Employee Engagement and Well-Being (1)	
	4.4 Employee Performance and Recognition (1)	
5. Processes	5.1 Innovation Capabilities (2)	25
	5.2 Process Management (2)	
6. Knowledge	6.1 Knowledge Management (2)	15
	6.2 Analytics for Performance Management (2)	

ADDITIONAL REQUIREMENTS FOR PEOPLE NICHE

PEOPLE

The Niche BE standard for People provides organisations with a total approach for recruiting, managing and engaging employees for high performance, aligned to the mission, vision and values. It examines specific requirements within the seven categories of Business Excellence that highlight employee practices and systems. It also examines how the organisation's people-centric philosophy is cascaded to other areas including the management of customers, processes and knowledge.

CRITERIA

1. LEADERSHIP (20 points)

Excellence Indicators

- Senior leaders are driven to achieve people excellence and advocate a high-performance culture which inspires employee loyalty and develops competent employees.
- Employees are valued and organisational culture supports the achievement of organisational and personal goals.
- An environment of trust is established which enables employees to communicate openly and contribute to organisational improvements.

1.1 Senior Leadership

Describe how the organisation's senior management:

- a. Demonstrates and reinforces their commitment to people-focused leadership

Interpretation notes

- N1. People-focused leaders inspire employees to achieve the organisation's goals by communicating the value of their work.
- N2. Senior leaders spearhead initiatives, such as employee recognition and team-building activities that focus on positive action, communication and collaboration.

1.2 Organisational Culture

Describe how the organisation:

- a. Nurtures a high-performance culture where employees' commitment, talent and creativity are valued

Interpretation notes

- N1. A high-performance culture is driven by desired behaviors and norms that are translated into superior organisational outcomes. Examples may include financial and non-financial (e.g. retaining top talent, customer reviews, etc.) results.
- N2. There is an alignment between the organisational culture and the aspirational values of the employees, which translates to high performance.
- N3. A common understanding of the organisation's high-performance culture is established among all employees.
- N4. Measures are in place to determine gaps between the current and desired culture.

2. CUSTOMERS (10 points)

Excellence Indicators

- Employees are competent and confident in resolving customer issues effectively to ensure a positive customer experience.
- Measurements are in place to enable employees to perform and set standards for superior customer experience.
- Employees take ownership in enhancing customer experience.

2.2 Customer Experience

Describe how the organisation:

- a. Empowers and provides employees with the competencies and knowledge to enhance customer experience

Interpretation notes

- N1. The organisation ensures that the employees undergo ongoing training in the relevant technical skills and garner knowledge and interactive skills to exceed customer expectations.
- N2. Technical skills refer to skills that are related to the core job scope and interactive skills refer to skills that enable employees to provide responsive and positive service.
- N3. The organisation ensures that employees understand the individual and collective responsibilities in meeting customer needs and expectations.
- N4. The organisation shares information on good practices through stories on how front-line employees have demonstrated customer service values to better engage customers, to communicate and encourage the right actions from and amongst all employees.

3. STRATEGY (20 points)

Excellence Indicators

- The people-focused strategies are well-aligned to the overall organisational goals and are regularly reviewed to meet changing employee expectations.
- These strategies are systematically developed based on the external environment (e.g. market intelligence, industry trends), internal capabilities (e.g. data on the organisation's human resource management practices) and with inputs from employees.
- The long- and short-term people strategies are comprehensive, quantifiable and forward-looking.
- People strategies are cascaded to all levels in the organisation and corporate goals are translated into department and individual goals.
- The organisation has a clear and compelling employee value proposition and is regarded as a desired place to work in.
- The organisation has professionally certified champions who are competent to drive people-focused strategies and workplace transformation successfully.

3.1 Strategy Development

Describe how the organisation:

- a. Develops people-focused strategies that are aligned to the organisation's goals
- b. Builds a differentiated employer brand

Interpretation notes

- N1. The organisation involves its employees in developing and reviewing the people strategy, policies and plans. It adopts creative and innovative approaches to align to the people strategies.
- N2. Strategies are developed to address changes and these may include employer branding, recruitment and selection processes, enhanced learning and development opportunities, improved employee engagement practices and revised performance and recognition systems.

- N3. Employer branding refers to the organisation's reputation and promotion as 'An Employer of Choice' to the desired group to recruit and the targeted group to retain.
- N4. The organisation develops an Employee Value Proposition, to capture key benefits it offers and guide in the employee branding activities (e.g. the use of social media, partnering the different Institutes of Higher Learning to participate in career roadshows and offering of scholarships and internships).

3.2 Strategy Implementation

Describe how the organisation:

- a. Develops work plans and allocates resources to achieve people-focused strategies
- b. Identifies key internal HR partners to manage people-focused strategies

Interpretation notes

- N1. The organisation allocates resources including time, space and finance for people-focused activities.
- N2. The organisation ensures that resource commitments, key performance measures and time horizons for achieving the people-focused strategies are communicated and cascaded.
- N3. HR partners may include HR champion(s) identified to gather and align best HR practices to people-focused strategies.
- N4. The organisation encourages its HR champion(s) to attain professional certifications such as the National HR Professional Certification Framework (NHRPCF), Society for Human Resource Management (SHRM) Certification and Chartered Institute of Personnel and Development (CIPD) Certification.

4. PEOPLE (30 points)

Excellence Indicators

- The organisation ensures that employees are clear about their career progression and the career development plans, and helps employees to match their skills to the future capability needs of the organisation.
- The organisation ensures that employees contribute to their own success along with the organisation's success. The organisation aims to realise its employees' full potential and is geared towards achieving a true symbiotic partnership.
- The learning and development needs of employees are identified and effectively addressed to drive organisational performance and personal growth.
- The organisation provides its employees with opportunities to deepen skills proficiency, knowledge and expertise.
- Employees are motivated to partake and reap successes in continuous skills upgrading and future learning opportunities.
- The organisation demonstrates strong commitment to support its employees through coaching and mentoring, to ensure that a continuous process of development, feedback, and positive learning environment is present.
- The organisation appreciates the diversity of its employees and maximises their potential.
- A strong strategic importance is placed on workplace inclusiveness and the senior management demonstrates commitment and support.
- Policies and practices that foster workplace diversity are comprehensive and regularly reviewed to identify and close the areas for improvement.
- The organisation takes the initiative to communicate and leverage the programmes and initiatives from the union and/or relevant partners which enhance employee engagement and well-being.

4.1 Human Resource Planning

Describe how the organisation:

- a. Plans current and future HR needs to include career progression path and career development planning for employees

Interpretation notes

- N1. A career progression path provides employees with an ongoing mechanism to track and enhance their skills and knowledge that lead to mastery of their current jobs, promotions and rotation to new or different positions.
- N2. Career paths encompass varied forms of career progression, including the traditional vertical career ladders as well as other development opportunities (e.g. job redesign, job rotation, dual career paths, horizontal career paths, and encore career paths).
- N3. Organisations help to provide career development planning through initiatives such as role-playing with managers on how to discuss career interests, using career mapping with employees or developing formal career paths for all positions within the organisation.

4.2 Employee Learning and Development

Describe how the organisation:

- a. Encourages lifelong learning among employees to develop their potential and build skills and knowledge that are relevant to support organisational goals
- b. Provides coaching and mentoring programmes for skills and knowledge transfers to employees

Interpretation notes

- N1. The organisation develops and refines the skills required for each position and provides clarity on the types of learning that the employees should undergo and/or skills to attain.
- N2. Employees' participation and the intended outcomes from lifelong learning are measured in order to identify areas for improvement.
- N3. The organisation tracks and reports how lifelong learning has contributed to the workplace through platforms such as townhalls, meetings, company newsletters, etc. in order to motivate more of its employees to embark on this initiative.

- N4. The objectives of the coaching and mentoring programmes are clearly articulated and communicated to employees and the intended outcomes from these programmes are measured in order to identify areas for improvement.

4.3 Employee Engagement and Well-Being

Describe how the organisation:

- a. Develops policies and practices that support workplace diversity to build an inclusive workplace
- b. Promotes harmonious relationships between employees, management and unions or relevant stakeholders

Interpretation notes

- N1. Workplace diversity stems from employees of different generations, gender, nationalities and cultures working together in the same organisation.
- N2. The organisation embeds policies and practices that foster workplace diversity in formal HR practices such as recruitment (e.g. hiring candidates that fit the organisation's values on inclusiveness), learning and development (e.g. equipping employees with the knowledge and skills to work effectively in diverse teams) and performance management (e.g. assessing employees' ability to work effectively in a diverse team).
- N3. The organisation plans workplace activities to facilitate interaction amongst employees of different profiles.
- N4. The organisation maintains harmonious relationship between employees, management and unions or relevant stakeholders such as government and professional associations by communicating its people-focused strategies and policies with transparency and clarity.
- N5. The organisation engages in relevant and mutually beneficial partnerships between employees, management and unions or relevant stakeholders to enhance its people-focused strategies.

5. PROCESSES (10 points)

Excellence Indicators

- The organisation implements innovative HR practices that support the organisation's people strategies and in turn addresses the changing needs of employees to stay motivated.
- The HR practices address the people-focused strategies and are supported by appropriate key performance indicators and measures to achieve superior performance.

5.1 Innovation Capabilities

Describe how the organisation:

- a. Develops innovative human resource practices that support people-focused strategies

Interpretation notes

- N1. HR practices involve recruitment and retention, talent development, learning and development, performance management, career management, training, and reward system.
- N2. The HR practices should address the people-focused strategies (3.1) and are aligned to the organisation's goals, and each of these processes has a proper set of key performance indicators (KPIs) and measures.
- N3. Innovative HR practices may include the use of video interviews and assessment tools for recruitment, mobile technology and massive open online courses (MOOCs) for learning and development, and social media.

6. KNOWLEDGE (10 points)

Excellence Indicators

- HR information is selected and used to support planning, key decision-making, and track performance in relation to the people-focused strategies.
- Knowledge is captured and maintained in databases, easy to understand and accessible to relevant stakeholders.
- The organisation collects useful and relevant information to set meaningful goals for its people-focused strategies, policies and systems.
- The organisation benchmarks its people-focused strategies, processes and practices to drive superior performance.

6.2 Analytics for Performance Management

Describe how the organisation:

- a. Collects and analyses information on the current performance of human resource management to develop and improve people-focused strategies, policies and systems

Interpretation notes

- N1. Information is collected through various means, including research, employee feedback systems (e.g. annual engagement surveys and focus group discussions), and metrics/KPIs used to measure different HR practices. The knowledge obtained is used to improve the organisation's people-focused strategies.
- N2. Knowledge disseminated to key stakeholders and functional departments is used to improve people management.

SCORING GUIDE

Category	Sub-category (number of requirements)	Total Points
1. Leadership	1.1 Senior Leadership (1)	20
	1.2 Organisational Culture (1)	
2. Customers	2.2 Customer Experience (1)	10
3. Strategy	3.1 Strategy Development (2)	20
	3.2 Strategy Implementation (2)	
4. People	4.1 Human Resource Planning (1)	30
	4.2 Employee Learning and Development (2)	
	4.3 Employee Engagement and Well-Being (2)	
5. Processes	5.1 Innovation Capabilities (1)	10
6. Knowledge	6.2 Analytics for Performance Management (1)	10

ADDITIONAL REQUIREMENTS FOR SERVICE NICHE

SERVICE

The Service Niche criteria, in addition to the SQC criteria, enable organisations to develop a customer-centric approach for high performance. This is translated to enhanced market positioning, financials, customer satisfaction or other measures of success. It examines specific requirements within the seven categories of Business Excellence that highlight capabilities in service leadership and service agility. It also examines how the organisation's strategy, people, processes and knowledge management can be oriented to enhance customer delight and customer experience.

CRITERIA

1. LEADERSHIP (20 points)

Excellence Indicators

- Senior leaders advocate a customer-centric organisational culture by modelling desired behaviours.
- Senior leaders communicate to key stakeholders the organisation's mission, vision and values that drive customer-centricity and engage them for regular feedback.
- The organisation is focused on creating a culture around the customer and their needs to drive loyalty and repeat business.
- Customer-centric goals are set and tracked to determine value creation for customers.
- The organisation clearly defines its customer service values which are aligned to the organisational goals.
- Customer service values are translated to desired employee behaviours through clear service standards, training and performance management.
- The organisation recruits employees with the desired service mindset and attributes to achieve organisational goals.
- Employees are committed to customer-centricity, and demonstrate the service values in their work.

1.1 Senior Leadership

Describe how the organisation's senior management:

- a. Demonstrates and reinforces their commitment to customer-centricity to consistently create value for customers

Interpretation notes

- N1. Customer-centricity refers to placing customers at the heart of the business and having deep understanding of the customers' current and future needs.
- N2. The organisation may demonstrate customer-centricity by integrating a customer service culture across functional areas such as marketing, IT, sales, logistics, operations and human resources.
- N3. Senior leaders may demonstrate commitment to customer-centricity through communication and KPI setting to clearly define expectations regarding customer service.

1.2 Organisational Culture

Describe how the organisation:

- a. Nurtures a customer-centric culture to achieve organisational goals

Interpretation notes

- N1. The organisation may nurture a customer-centric culture by defining desired employee behaviours, developing service standards, setting performance standards, and driving internal communication and training.
- N2. The organisation may design products, services, processes and policies based on customer requirements and leverage technology to meet their needs (e.g. customisation through data analytics, omni-channel service, self-service technologies, automating customer communications).

2. CUSTOMERS (20 points)

Excellence Indicators

- Customer-facing employees are trained to engage customers, and manage customer expectations and feedback to ensure a positive experience.
- Structure is in place to provide knowledge, empowerment, and recognition to meet and exceed customer expectations.
- The organisation builds and manages relationship with customers from target segments and reinforces their loyalty through programmes and systems to create customer value (e.g. customer relationship management, complaint handling and service recovery systems).
- The organisation has a structure to determine satisfaction levels across different target segments.

2.2 Customer Experience

Describe how the organisation:

- a. Empowers employees to meet and exceed customer expectations

Interpretation notes

- N1. The organisation may empower employees with information and knowledge through training and communication.
- N2. The organisation may support empowerment through rewards and recognition for organisational, team and individual performance.

2.3 Customer Satisfaction

Describe how the organisation:

- a. Manages customer relationships to enhance loyalty

Interpretation notes

- N1. The organisation may manage customer relationships by identifying loyal customers, implementing loyalty programmes, using customer data to enhance engagement and having effective complaint handling and service recovery processes.
- N2. Loyalty refers to the likelihood of customers repurchasing from the organisation and recommending the organisation's products and services to others.

3. STRATEGY (15 points)

Excellence Indicators

- Long- and short-term strategies are developed to enhance customer value based on organisational goals.
- Strategies take into consideration emerging trends (e.g. omni-channel and self-service technologies) and new business models when addressing the needs of target customers.
- Customer-centric strategies are aligned to the overall organisational goals and regularly reviewed to meet changing customer expectations.
- The organisation ensures that resources are allocated in a timely manner across all functional areas to enable successful implementation of strategies.

3.1 Strategy Development

Describe how the organisation:

- a. Develops strategies to meet changing customer expectations and enhance value for customers

Interpretation notes

- N1. Changing customer expectations may be identified through business analytics and market research.
- N2. Strategies that address changes and enhance customer value may include new business models, product and service innovation, new market segments and partnerships.
- N3. Customer-centric strategies may include developing branding and market value, building employee competencies, innovation, service design and identifying performance metrics.

3.2 Strategy Implementation

Describe how the organisation:

- a. Allocates resources to achieve customer-centric strategies

Interpretation notes

- N1. The organisation may allocate resources such as manpower, logistics and technology to support customer-centric activities.

4. PEOPLE (15 points)

Excellence Indicators

- Effective internal communication platforms are built for sharing of information (e.g. best practices) to drive learning and service improvements.
- The organisation has a performance management system that effectively measures, recognises and rewards performance and excellent service by individuals and teams.
- Performance management system is aligned to the organisation's service values and enables achievement of organisational goals.

4.3 Employee Engagement and Well-Being

Describe how the organisation:

- a. Encourages employee engagement to drive service improvements

Interpretation notes

- N1. The organisation may encourage cross-sharing opportunities through knowledge management platforms for real-time customer insights, cross-departmental training, regular townhalls, and project teams to drive improvements.

4.4 Employee Performance and Recognition

Describe how the organisation:

- a. Rewards and recognises excellent service by individuals and teams

Interpretation notes

- N1. The organisation may use a variety of recognition approaches (monetary and non-monetary) to reward desired service performance by individuals and teams.

5. PROCESSES (20 points)

Excellence Indicators

- The organisation has a systematic process to prototype, test, evaluate, implement and refine ideas from all sources to drive service innovation.
- The organisation has a structure to engage employees in driving process improvements that enhance customer-centricity.
- Innovative ideas are evaluated and implemented to create value for customers.
- The organisation's key service processes are measured for performance (e.g. waiting time, service productivity, service quality level) and are aligned to the organisation's service brand promise.
- The organisation designs end-to-end customer processes for seamless and efficient service delivery and regularly reviews processes for improvement opportunities.
- Change management is in place to ensure customers are eased into redesigned service processes.
- Service standards and key performance indicators are developed, monitored and regularly reviewed to ensure they meet customer expectations.
- Performance targets (e.g. specific process and individual/team performance targets) are set to ensure that they meet customer expectations.

5.1 Innovation Capabilities

Describe how the organisation:

- a. Drives service innovation to create value for customers

Interpretation notes

- N1. Service innovation refers to innovation in products or processes and systems that improve customer service for greater customer value.
- N2. The organisation may support a service innovation culture by facilitating idea generation, implementation and review.
- N3. The organisation may harness the creative ideas of individual employees and work teams for service improvement.

5.2 Process Management

Describe how the organisation:

- a. Designs and improves service processes to deliver desired customer experience
- b. Develops and measures service performance in support of customer-centric strategies

Interpretation notes

- N1. Service processes focus on the design of service operating systems and how they deliver the value proposition promised to customers.
- N2. Service process improvement may be realised through service blueprinting, customer journey mapping, technology adoption, redesigning service processes and managing customer participation in the redesigned processes.
- N3. The organisation may develop service standards and protocol such as processing time, service scripts and grooming requirements to manage the customer experience and ensure consistent delivery.

6. KNOWLEDGE (10 points)

Excellence Indicators

- The organisation selects and analyses customer information systematically to gain insights on target customers (e.g. profitability, retention, attrition, lifetime value and behaviours) and uses the knowledge effectively to achieve customer-centric goals.
- Knowledge is disseminated to key stakeholders and functional areas, and is used to achieve customer-centric goals.

6.2 Analytics for Performance Management

Describe how the organisation:

- Captures and uses knowledge on customers to achieve customer-centric goals

Interpretation notes

- The organisation may use knowledge captured through data sources for operational reviews.
- Data sources may include sales reports, market research, CRM system, customer service team, web-tracking, customer feedback systems (e.g. annual and transactional surveys, focus group discussions and online reviews).
- Knowledge may be captured and managed through repositories and made accessible to relevant stakeholders for decision-making and organisational learning.

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	2.3 Customer Satisfaction (1)	
3. Strategy	3.1 Strategy Development (1)	15
	3.2 Strategy Implementation (1)	
4. People	4.3 Employee Engagement and Well-Being (1)	15
	4.4 Employee Performance and Recognition (1)	
5. Processes	5.1 Innovation Capabilities (1)	20
	5.2 Process Management (2)	
6. Knowledge	6.2 Analytics for Performance Management (1)	10

GLOSSARY OF KEY TERMS

NO	TERM	DEFINITION
1	Analytics	The systematic process of transforming information into knowledge and insights for making better decisions
2	Breakthrough improvements	Phenomenal changes to product, process, service or business models, in producing significant growth
3	Business continuity	The capability of the organisation to continue delivery of products or services at acceptable predefined levels following any disruptive incident
4	Coaching	Coaching programmes are short term with the primary aim of developing skills and competencies and improving performance in specific areas
5	Corporate governance	The direction and control of an organisation to ensure accountability and fair treatment to all stakeholders, and transparency of operations that is consistent with statutory and regulatory requirements or guidelines
6	Customer experience	The sum of all the experiences a customer has with an organisation and its products and services
7	Customer requirements	The performance, features and general characteristics of a product or service as defined by customers
8	Customer satisfaction	The measure of how products and services supplied by an organisation meets or surpasses customer expectations
9	Disruptive business trends	Emerging business conditions that bring about drastic changes in how an organisation would operate within its industry and market niche
10	Employee engagement	The extent of employees' commitment to the organisation's mission, vision and values
11	Encore career	Work in the second half of life that combines continued income, greater personal meaning, and social impact. These jobs are paid positions often in public interest fields, such as education, the environment, health, government sector, social services, and other non-profit organisations
12	Environment	The natural world, as a whole or in a particular geographical area, especially as affected by human activity
13	HR plans	The human resource (HR) plans, which include manpower planning and deployment, development and learning, compensation and recognition, job re-design, promotion of good labour-management relations and talent management
14	Innovation	The process of translating an idea or invention into a product or service that creates value for which customers will pay. Innovation involves deliberate application of information, imagination and initiative in deriving greater or different values from resources, and includes all processes by which new ideas are generated and converted into marketable products or services. In business, innovation often comes about when ideas are applied by an organisation in order to further satisfy the higher needs and expectations of customers
15	Innovation capabilities	The enhancements of existing products and services and the introduction of new products and services as well as their related production and delivery systems
16	Knowledge	The insights harnessed from relevant information to create value. It could be explicit or tacit: <ul style="list-style-type: none"> - "Explicit knowledge" is knowledge documented or encoded in print, electronic, audio-visual formats or embedded in prototype, equipment or technology (e.g. intranet, manuals) - "Tacit knowledge" is undocumented or unstructured information (e.g. expertise, past experiences and knowledge from employees, sentiment analysis) - "Information" refers to collated data on indicators of process and organisational performance

NO	TERM	DEFINITION
17	Knowledge management	The process of capturing, distributing, and using knowledge effectively
18	Learning and development	The development of workforce capabilities, skills or competencies required to ensure a sustainable and successful organisation
19	Mission	The overall function of an organisation. It answers the question "What is the organisation attempting to accomplish?". The mission may define customers and markets served, distinct or core competencies and technologies used
20	Mentoring	Mentoring has a longer term horizon than coaching and focuses on career development, leadership development and knowledge transfer
21	Organisational culture	The values and assumptions that employees subscribe to, as well as the behaviours and practices that exemplify and reinforce them
22	Partners	The external parties which the organisation collaborates with
23	Partnership	The organisation's relationships with distributors and regulatory bodies, or collaboration with competitors and complementary organisations. It may be in various forms such as strategic partnerships, joint ventures and alliances
24	Performance Management	The process which contributes to the effective management of individuals and teams to achieve high levels of organisational performance
25	Personalised experiences	The product and service offerings provided by the organisation that are not standard across all customer segments but are tailored to customer's needs and preferences
26	Production and delivery processes	The processes that are most directly involved in meeting the requirements/expectations of customers
27	Senior leaders	The organisation's top management and those reporting directly to them
28	Stakeholders	The organisation's customers, shareholders, employees, suppliers and partners, and the community
29	Strategy	The organisation's positioning and plans to direct and address its mission and vision. It may include new business models, products, services and markets
30	Strategy development	The organisation's overall approach to meet current challenges and be future-ready
31	Strategy implementation	The translation of strategies into action plans and the allocation of resources to support the plans
32	Suppliers	The external parties that provide goods and services to the organisation
33	Talent management	The strategies or systems to attract, develop, retain and deploy people with the required skills and aptitude to meet current and future organisational needs, as well as drive organisational productivity and performance
34	Vision	The future desired state of the organisation. It describes where the organisation is headed, what it intends to be, or how it wishes to be perceived in the future

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