



# **BUSINESS EXCELLENCE FRAMEWORK**

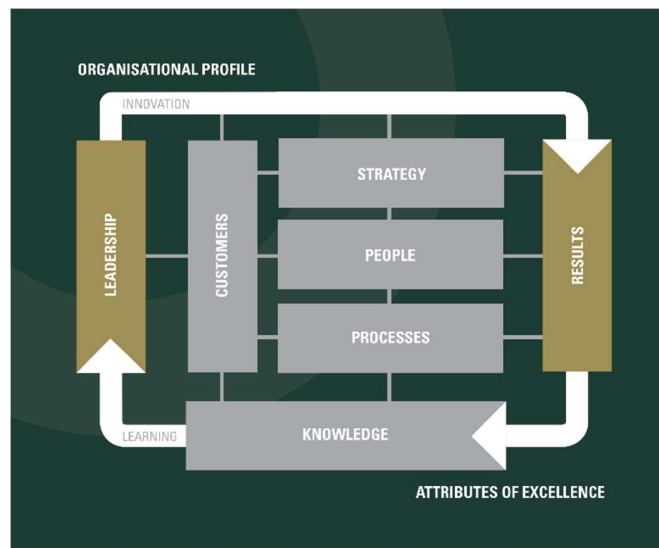
## *Public Sector Interpretation Guide*

*Revised as at 30 April 2019*

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## THE BUSINESS EXCELLENCE FRAMEWORK



The Business Excellence (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.

## **PUBLIC SECTOR TRANSFORMATION**

This guide helps public sector organisations better interpret and use the Business Excellence (BE) Framework to improve management systems, processes and culture to deliver excellence in public service.

The Public Service plays a key role in raising the quality of living and enhancing the competitiveness of Singapore's economy. Launched in 2018, the next phase of the Public Sector Transformation movement is about readying the Public Service to be able to build our future Singapore. The outcomes of Public Sector Transformation are for the Public Service to be lean, agile, digital; with skilled and adaptable officers; and be leading globally in service delivery and innovation.

## 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.

#### 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 an organisation achieves and sustains outstanding levels of performance that meet or exceed the expectations of all its stakeholders.
- N2. "Mission" refers to 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, distinctive or core competencies and technologies used.
- N3. "Vision" refers to 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.
- N4. Senior leaders set directions aligned with the Whole-of-Government outcomes (or public sector-wide outcomes) and public service principles for organisational performance.
- N5. 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.

- N6. Evaluation of leadership effectiveness may include an assessment of senior leaders by peers, direct reports, board of directors and employees.
- N7. In guiding the organisation towards excellence, senior leaders need to provide leadership to bridge competing positions and identify common interests and shape a shared purpose, vision and values. Senior leaders should lead the way in creating collaborative mechanisms among stakeholders to deliver greater public value.
- N8. In addition to delivering results today, leaders are expected to build up their organisations for the future. Rather than leave it to their successors, senior leaders should look ahead to the future and proactively adapt their organisations to meet anticipated future challenges or ride on anticipated opportunities.
- N9. Refer to Public Sector Leadership Competency Framework for the competencies expected of senior leaders to operate in a complex and dynamic environment. Examples include managing competing priorities, allocating limited resources efficiently, using technology to enhance operational efficiency and service delivery experience, and aligning employees towards organisational goals.

#### **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 have to demonstrate stewardship to achieve public sector-wide outcomes. This requires senior leaders to look beyond their organisation's mission and needs, and to influence/collaborate with others for national interest and to meet societal needs.
- Senior leaders are personally involved in regularly communicating the organisation's directions to employees and 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 evaluate their effectiveness (e.g. via 360-degree feedback) and role model desired behaviours.
- Senior leaders put in place systems to groom future leaders for organisational sustainability.

## **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 values should be aligned to Public Service values. Public service as a calling should be imbued as part of the organisational culture.

N3. 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.

N4. 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.

N5. A sustainable organisation is capable of addressing current needs and has the agility and strategies to prepare successfully for its future operating environment.

### **Excellence Indicators**

- Senior leaders advocate an organisational culture which embraces organisational change, and employees are empowered to innovate and take responsible risks.
- Employees are committed to the organisation's mission and vision, and demonstrate the Public Service values in their work.

### **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 outlines the beliefs, values and principles of governance that guide the interactions and interdependencies that public sector organisations have with their key stakeholders. Good governance in the Public Service encompasses principles of transparency, accountability, fairness, and participation.
- N2. 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.
- N3. The governance structure includes roles and responsibilities of key parties involved such as the organisation's governance board and management.
- N4. The organisation should consider the potential impact of its policies, products, services and operations on the environment.
- N5. 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.
- N6. The organisation has implemented initiatives to encourage employees to volunteer (e.g. Public Service Cares initiative) for the community in order to hone engagement skills and enhance understanding of how public policies impact citizens.

#### **Excellence Indicators**

- The organisation has a well-defined corporate governance system to ensure business continuity and risk management, as well as accountability and transparency that is consistent with statutory and regulatory requirements or guidelines.
- The organisation has well-defined policies and programmes to contribute to the



sustainable development of the organisation, its community and the environment which it operates in.

## **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.

### **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 strategic plans

#### **Interpretation notes**

- N1. The organisation segments its customers according to their requirements and incorporates the requirements into strategic plans for policy formulation and service delivery. The organisation should also consider the views of other key stakeholders and service providers in determining customer requirements.
- N2. When determining customer requirements, the organisation should consider how to balance fairness and transparency of its policies with flexibility to customer requirements, and ensure consistency when delivering outcomes.
- N3. The translation of customer information (e.g. needs, expectations, potential requirements) to strategic plans may be demonstrated through the inclusion of customer information in strategic plans, action plans, or policies.
- N4. The approaches for customer engagement may take various forms such as consultation, consensus-building, co-creating, and the use of social and online media. The organisation should identify and communicate the intent and desired outcomes of its engagement efforts to customers.

#### **Excellence Indicators**

- The organisation places customers at the core of its operating 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 strategy development and implementation processes.

### **2.2 Customer Experience (40 points)**

How the organisation engages customers to co-create products, services or experience to 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
- e. Configures service processes to put the customer, rather than organisational structures, first to ensure a seamless experience for the customer.

#### **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 customer 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.
- N4. Performance standards at key customer touch points may consider the quality, extent and type of employee-customer interactions and user system-customer interactions. It may also include measures of reliability, response times and service employee behaviours. The intent is to engender the public's trust in the capabilities of a public sector organisation to deliver value and achieve its mission.

#### **Excellence Indicators**

- 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 as input to redesign service processes or operating models.

- The organisation refers customers to the appropriate service platforms (online, self-help, counters) to optimise use of resources while delivering excellent service.
- The organisation uses the appropriate technology and digitalisation tools to deliver excellent service.
- The organisation works across its departments (and with other relevant organisations) to create a seamless end-to-end customer experience (e.g. no need to repeat information, one-stop and one-touchpoint service).

### **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.

#### **Excellence Indicators**

- Customers are segmented to determine and address specific requirements to differentiate customer offerings and enhance customer satisfaction.
- Customer satisfaction is monitored through different channels (e.g. customer surveys, feedback forms, complaints and compliments).

### 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, in both the current state and future state. The plans should address current and future challenges as well as the organisation's mission and vision.

#### 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 and inform necessary changes to its operating model.
- 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 risks.
- N3. Establishing strategies and strategic goals may include how they are aligned towards achieving public sector-wide outcomes (e.g. digitalisation and use of digital tools), and how key stakeholders are involved.
- N4. Risks include social, financial and reputational risks that could result in a loss of trust in the Public Service and unintended consequences. Managing unintended consequences involves a holistic evaluation of the outcomes and potential trade-offs of action plans.

#### 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.

### **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 achieve organisational goals that contribute to the successful delivery of public policies and programmes. Plans may include annual plans, operational plans, human resource plans and marketing plans, amongst others.
- N2. The plans take into consideration the possible risks when implementing, and the approaches to deal with these risks.
- 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, approach to ensure robustness, key performance measures or indicators for tracking performance and effectiveness, and time horizons for achieving them.

#### **Excellence Indicators**

- The strategy implementation process includes a change management plan to consult and engage relevant employee and stakeholder groups on the part they will play in implementing the strategy, before the organisation cascades plans to all levels of employees. The organisation is able to translate corporate goals into department and individual goals.
- The organisation identifies relevant and well-defined indicators to track the achievement of the plans and goals.

#### 4. PEOPLE (90 points)

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

##### 4.1 Human Resource Planning (30 points)

How the organisation develops human resource (HR) plans to achieve strategic goals and ensure 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, policy and service environments, shifts in customers' (including citizens' and businesses') demographics and expectations, and **internal** factors such as employee demographics, performance, absenteeism, turnover and employee satisfaction and engagement levels.
- N2. HR plans support the achievement of strategic goals by developing workforce capabilities to meet current, emerging and future needs.
- N3. "HR plans" can refer to strategic workforce plans, operational manpower planning and deployment plans, and learning and development plans. They are developed to address both current and future needs of the organisation (e.g. its future operating model, growth areas and organisation capabilities required). It also includes compensation and recognition, job re-design, promotion of good labour-management relations, skills development, talent management, deployment and career transitions.
- N4. The recruitment and selection process may use appropriate testing methods, including assessments and simulations that measure qualities, skills and competencies required for the job. It may also assess alignment to the organisational culture.

#### Excellence Indicators

- HR plans support the organisation's strategic goals. The plans cover areas such as talent management and retention as well as employee recruitment, employee engagement, satisfaction, skills development, deployment and career transitions.
- There are talent management plans and programmes to groom future leaders at all levels.
- There are mechanisms to flow manpower in an agile way across the organisation (or to

other public sector organisations). This is so that the organisation can adapt and respond quickly to new issues, opportunities, and technological advancements.

#### **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 drive organisational and personal growth

#### **Interpretation notes**

- N1. The learning and development programmes should take into account organisational direction and how jobs will change (e.g. the types and level of skills required), and timeliness of the trainings. They should address the skills, knowledge, competencies and opportunities that employees need to contribute to the organisation and to be aligned to the Public Sector Transformation outcome of developing skilled and adaptable public officers. Competencies could include customer-centricity, critical and innovative thinking, effective communication, collaboration, digital literacy and continual learning at all levels of the organisation.
- N2. Learning and development may occur inside or outside the organisation and involve on-the-job, classroom, distance learning, digital learning (e.g. through LEARN mobile app) 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 impact on the performance of the organisation.

#### **Excellence Indicators**

- The learning and development needs of employees are identified and effectively addressed to drive organisational goals, and life-long employability (as opposed to life-long employment) of officers.
- There are flexible career development pathways to promote skills upgrading within the organisation. Skills upgrading should not necessarily be defined by obtaining higher qualifications. Skills upgrading can refer to the development of transferable and cross-functional competencies to allow employees to adapt to changing job environments.
- There is a culture of lifelong learning and development among employees, who actively embark on learning activities that enhance the performance of the organisation.

- There are assessment mechanisms in place to recognise or reward employees who have applied new skills in their work that enhances the performance of the organization.

### **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. Strategies and measures to encourage and support individual and team participation should include communication processes to ensure employees understand the organisation's goals and strategies as well as public sector-wide outcomes.
- N2. 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.
- N3. 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.
- N4. An organisation may enhance engagement and well-being by supporting the diverse needs of its people, including workplace health and safety initiatives, counseling, recreational activities, career and personal development, flexible work hours and family-friendly work arrangements.
- N5. Employee engagement and well-being may be measured by conducting regular employee feedback surveys and collecting data on safety, absenteeism, turnover, grievances and well-being.

#### **Excellence Indicators**

- The organisation encourages and measures employee participation and engagement to ensure high levels of satisfaction.



#### **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.

##### **Excellence Indicators**

- The organisation understands the contribution of the employees to the organisation's success, their needs and expectations and how best to care for them.
- There is a performance management system that effectively measures, recognises and rewards high performance, productive and innovative behaviours.

## 5. PROCESSES (90 points)

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

### 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.
- N3. The organisation may create new capacities and capabilities for innovation e.g. sandbox approach to test new ideas and to diligently review work priorities and sunset relevant projects in order to free up capacities to innovate.

#### Excellence Indicators

- The organisation creates platforms and opportunities for innovation and new ideas to be surfaced (e.g. open call for ideas, dedicated resources or structures to facilitate innovation).
- The organisation has a systematic process to evaluate and implement innovative and creative ideas from all sources. The organisation also has the capacity to scale up these ideas.
- Improvements implemented and scaled up make a positive impact and bring about better outcomes (e.g. reduced transaction time, manpower or costs) for both internal and external stakeholders.

## **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 caused by events related to natural (e.g. weather-related, pandemics), human (e.g. deliberate acts of man including fraud and terrorism), or technology (e.g. IT system and power failures). These emergencies have the potential to disrupt and affect operations.
- N6. Business continuity may be achieved through the prevention, mitigation and management of emergencies.

### **Excellence Indicators**

- The organisation should put citizens at the centre of its policies and programmes, and develop the necessary citizen engagement capabilities to better engage citizens in the co-delivery and co-creation of policies and programmes.
- The organisation's key processes have clear objectives and targets (e.g. cycle time, quality level) that are linked to organisational goals. These key processes are regularly reviewed to ensure they meet performance standards or targets.
- The organisation systematically measures and regularly reviews its key processes to ensure conformance and improvement to performance standards or targets.

- There is a system to analyse root causes, take prompt corrective action and prevent future re-occurrence when a process fails to meet specified standards or targets.

### **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. The organisation may work with partners (includes the public, public agencies, non-governmental organisations and private companies) in various ways, such as through collaborations, strategic partnerships 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.

#### **Excellence Indicators**

- The organisation has effective methods to communicate with and engage its partners to support its strategy.
- The organisation actively identifies opportunities to engage and co-create with partners in key areas of work.
- The organisation mobilises partners (e.g. citizens and non-governmental organisations) to advocate and co-deliver its services.

## **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.

### **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, such as research, market analysis, employee contributions and incorporation of customer and supplier knowledge.
- N2. Knowledge sharing could go beyond data sharing, to enhancing initiatives and dialogue among public sector organisations for improved public sector-wide efforts.
- N3. Management of knowledge could include “sense-making” for organisational planning and review. The intent is to gather intelligence, decipher patterns, trends and meaning, as well as contribute to policy formulation and service delivery.
- N4. Collecting information includes the use of social media and digital technologies to gather information and insights of customers.
- N5. Security of information includes how electronic data is managed to ensure protection of information systems/data.
- N6. The organisation uses new technologies e.g. digital platform to build differentiation, create value and brand positioning.

### **Excellence Indicators**

- Relevant information is selected and used to support planning, decision-making, and track performance relative to the strategic goals.
- There is an effective approach for collecting and managing information for strategy development and performance improvements.
- There are systems to capture information and knowledge, which are shared with

stakeholders, and used for organisational learning and value creation.

- There are robust systems to ensure the accuracy, reliability and accessibility of information.

### **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. It may be a balanced set of qualitative and quantitative indicators to compare with other organisations with similar missions and goals.

N2. The knowledge generated should help the organisation assess the potential benefits or gains from its initiatives in relation to associated risks.

### **Excellence Indicators**

- There is a systematic process to analyse comparative data and information to drive performance improvements.
- Information and knowledge used for performance measurement and planning cover all result areas which include 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.

## 7. RESULTS (450 points)

The Results category examines 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 that 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 that 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.
- The organisation provides reasons for adverse trends, and takes action (or plans to take action) to improve.

#### 7.1 Customer Results (100 points)

Summarise the organisation's key customer-focused results.

**Areas to address (include current levels and trends in key measures of these areas):**

- a. Customer satisfaction and experience
- b. Product and service performance

### Interpretation notes

- N1. Different market and customer segments should be addressed in the results provided.
- N2. Key performance indicators should track the service journey of customers, and be measured from the citizens' perspective (i.e. what citizens want to receive from the services)
- N3. Results reported should reflect the effectiveness of policy integration value chain from policy formulation to service delivery.
- N4. The organisation has shown improvements in customer satisfaction, and transaction time and cost savings for customers and employees.

### **7.2 Financial and Market Results (120 points)**

Summarise the organisation's key financial and marketplace performance results.

**Areas to address (include current levels and trends in key measures of these areas):**

- a. Financial performance, including financial results and economic value
- b. Marketplace performance, including growth and market share, position and acceptance

#### **Interpretation notes**

- N1. Financial results for public sector organisations examine how well the organisations are performing vis-a-vis their allocated resources. Examples include budget utilisation rate, initiatives to be lean, initiatives to optimise resources (e.g. productivity-related measures) and accrued cost savings.
- N2. Market results for public sector organisations should report the achievements of organisational outcomes as aligned to their missions and visions.
- N3. The organisation should make reference to the framework for public sector value creation and delivery to demonstrate how its outcomes are linked to or contribute to public sector-wide outcomes.

### **7.3 People Results (110 points)**

Summarise the organisation's key human resource results.

**Areas to address (include current levels and trends in key measures of these areas):**

- a. Human Resource Planning
- b. Employee engagement and well-being
- c. Employee learning and development
- d. Employee performance and recognition

#### **Interpretation notes**

- N1. The results should relate to the strategies and activities in the people category and address different categories of employees.



**7.4 Operational Results (110 points)**

Summarise the organisation's key operational performance results that contribute to the achievement of key organisational performance goals.

**Areas to address (include current levels and trends in key measures of these areas):**

- a. Process performance
- b. Suppliers and partners' performance
- c. Governance system and contribution to the community, society and the environment

**Interpretation notes**

- N1. Results not addressed in sub-categories 7.1 customer results, 7.2 financial and market results and 7.3 people results which relate to the organisation's key performance requirements should be provided.

## GLOSSARY OF KEY TERMS

NO	TERM	DEFINITION
1.	Agile	To be responsive and nimble, able to think big, start small, and act fast
2.	Analytics	The systematic process of transforming information into knowledge and insights for making better decisions
3.	Business continuity	The capability of the organisation to continue delivery of products or services at acceptable predefined levels following any disruptive incident
4.	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
5.	Customer experience	The sum of all the experiences a customer has with an organisation and its products and services
6.	Customer requirements	The performance, features and general characteristics of a product or service as defined by customers
7.	Customer satisfaction	The measure of how products and services supplied by an organisation meets or surpasses customer expectations
8.	Digital	To digitalise to the core, and fully exploit data as an asset to enhance service delivery and internal operations.
9.	Employee engagement	The extent of employees' commitment to the organisation's mission, vision and values
10.	Environment	The natural world, as a whole or in a particular geographical area, especially as affected by human activity
11.	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
12.	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

13.	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
14.	Knowledge	The insights harnessed from relevant information to create value. It could be explicit or tacit: - "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)
15.	Knowledge management	The process of capturing, distributing, and using knowledge effectively
16.	Lean	Given tight resources, to raise productivity, and re-imagine our operating models to deliver on future demands with less resources
17.	Learning and development	The development of workforce capabilities, skills or competencies required to ensure a sustainable and successful organisation
18.	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
19.	Organisational culture	The values and assumptions that employees subscribe to, as well as the behaviours and practices that exemplify and reinforce them
20.	Partners	The external parties which the organisation collaborates with
21.	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
22.	Performance management	The process which contributes to the effective management of individuals and teams to achieve high levels of organisational performance
23.	Production and delivery processes	The processes that are most directly involved in meeting the requirements/expectations of customers

24.	Public Sector Transformation	A public sector-wide change movement to transform the Public Service and our agencies to build an exceptional, future Singapore.
25.	Senior leaders	The organisation's top management and those reporting directly to them
26.	Stakeholders	The organisation's customers, shareholders, employees, suppliers and partners, and the community
27.	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
28.	Strategy development	The organisation's overall approach to meet current challenges and be future-ready
29.	Strategy implementation	The translation of strategies into action plans and the allocation of resources to support the plans
30.	Suppliers	The external parties that provide goods and services to the organisation
31.	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
32.	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