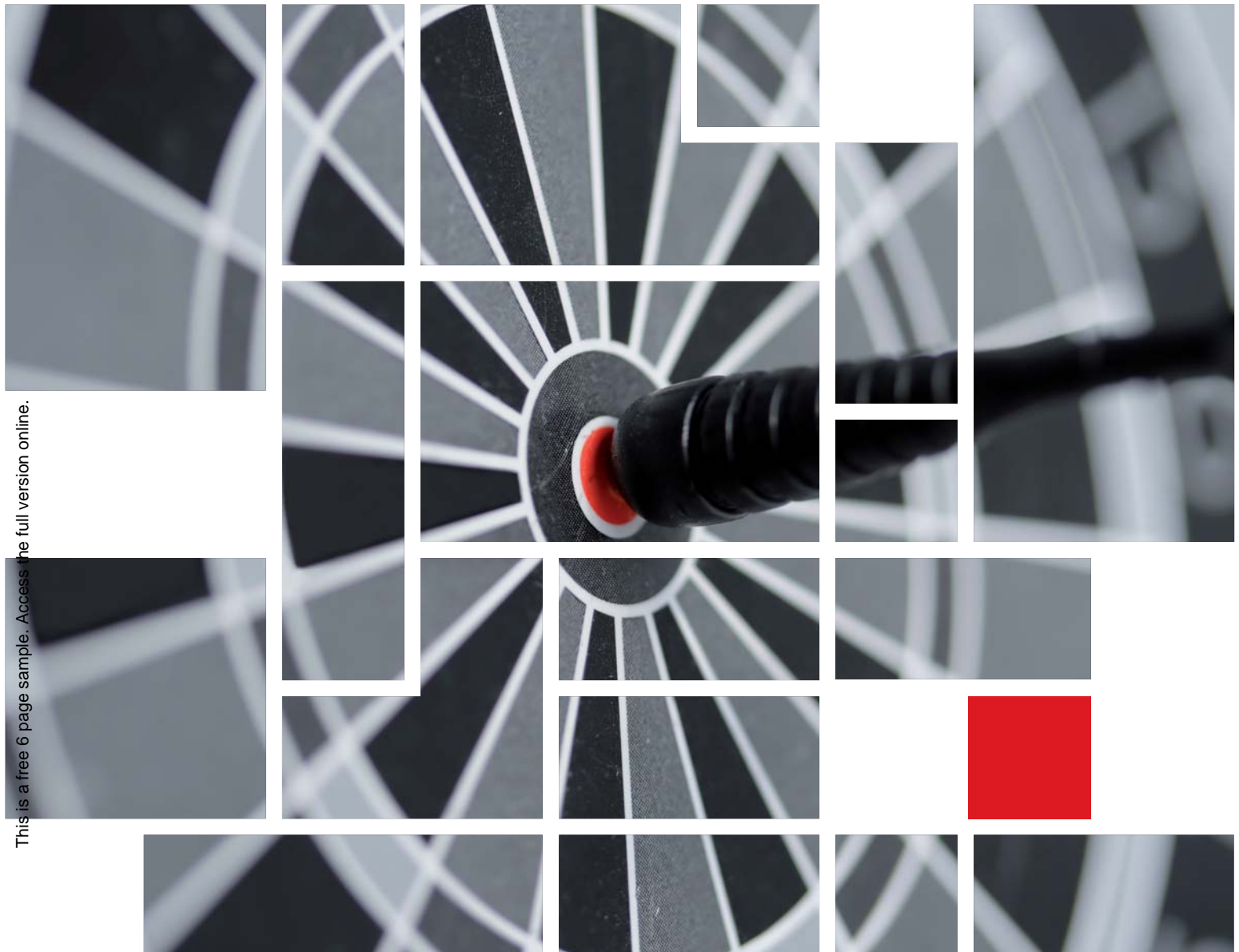


THE **Business Excellence** FRAMEWORK



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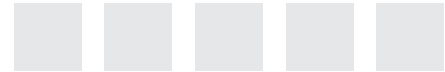
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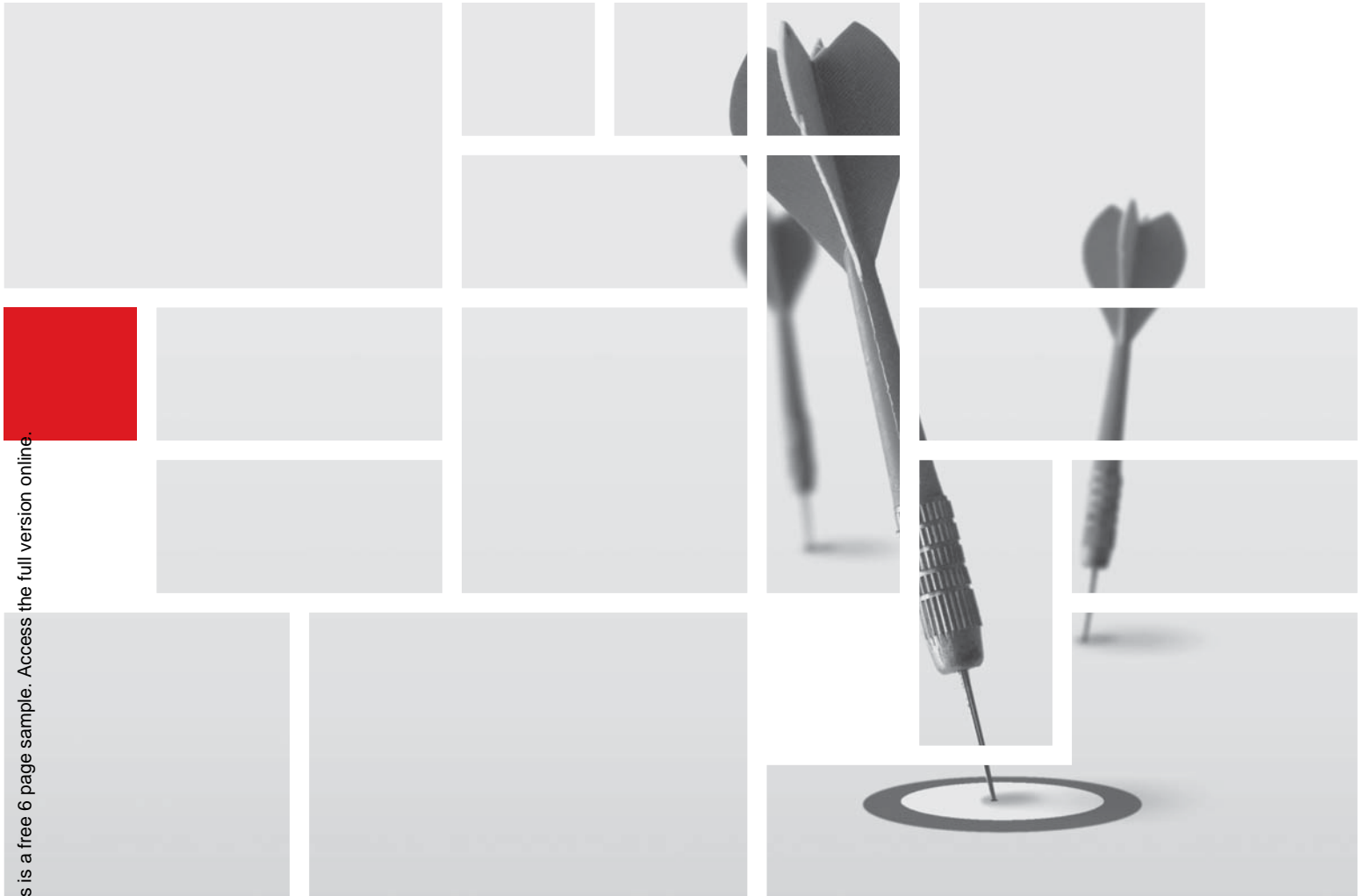


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An overview OF THE BUSINESS EXCELLENCE FRAMEWORK

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WHAT IS THE **Business Excellence Framework?**

The *Business Excellence Framework (BEF)* is an integrated leadership and management system that describes the elements essential to sustainable organisational excellence. It can be used to assess and improve any aspect of an organisation, including leadership, strategy and planning, people, information and knowledge, safety, service delivery, product quality and bottom-line results.

Importantly, the *BEF* recognises the unique nature of each enterprise. When an organisation embarks on a journey for excellence, it is challenged to look within and address key questions, such as 'how are we really performing as an organisation?', 'what are we good at?', 'what do we need to improve?' The internationally recognised *Business Excellence Framework* ensures that the organisational review remains holistic; that is, it encompasses all levels of the organisation and considers all factors that can influence performance. It enables any organisation to clarify the factors inhibiting or accelerating organisational advancement and provides the tools to implement targeted strategies. The *BEF* has proven relevance to all types and size of organisation – multinational, SME, not-for-profit and public sector.

AIM

The aim of the *BEF* is to create an **environment for continuous improvement**. This environment can be described as follows:

- The organisation is outward looking, has a strategic understanding of its operating environment, and is strongly focused on adaptability and sustainability. It understands the needs of current and future customers and contemporary and prospective markets, and is aware of the interests, perceptions and expectations of key stakeholders and the wider community.
- There are processes to formulate business strategies. These processes are continuously influenced by the external environment and are clearly communicated throughout the organisation. The people who are responsible for delivering strategic objectives are actively engaged and involved and their efforts are consistently aligned with the organisation's objectives.
- It is recognised that people in the organisation work in a 'system'. Leaders and managers focus on improving that system while encouraging the resourcefulness and enthusiasm of the people involved. This means that there is personal engagement with the organisation's values and directions, sustainable behavioural change and productive organisational relationships.
- A successful organisation continually improves its business processes through understanding their performance and capability, effectively using of data and information for evidence-based decision making, and fostering corporate learning and knowledge. Data and information are essential components of performance monitoring and direction-setting by all levels of leadership within the organisation.
- Behavioural changes are considered and organisational values and principles are consistently applied in order to bring about improvement in business processes.

STRUCTURE

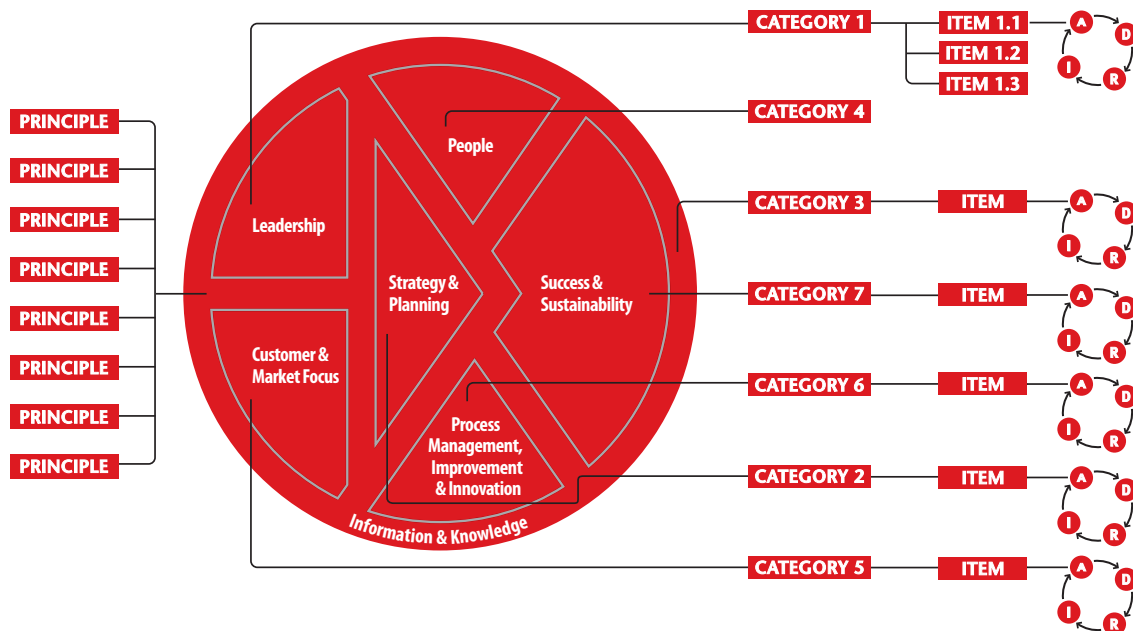
The *BEF* specifically aims to create an organisational environment that leads to sustainable business success. It is based on enduring principles of organisational improvement. Use of the *BEF* helps leaders maintain a comprehensive (systemic) overview of the organisation (a 'helicopter view') and supports a value and principle-based organisational environment.

The underlying philosophy of the *BEF* is expressed in eight **Principles**, consistent application of which is fundamental to creating an environment for business success.

The Principles are interpreted according to individual business settings using seven **Categories** and 17 sub-categories, or **Items**. The broad Categories, and more specific Items, break down the complex structure of an organisation into tangible components which can be systematically monitored and improved.

The organisation's performance against each Item is assessed using an **Assessment Matrix**. This type of assessment shows the extent to which the organisation's systems and operations are aligned to the Principles of Business Excellence. Improvement can then be planned. The Assessment Matrix can be used in three ways: by the organisation to measure its progress; by SAI Global in its role as a consultant to the organisation; and by the *Australian Business Excellence Awards* Evaluators.

FIGURE 1.1: THE ELEMENTS OF THE BUSINESS EXCELLENCE FRAMEWORK



This is Australia's framework for innovation, improvement and long-term success. It is applicable to all organisations, large and small, private and public, whatever their purpose.



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