RELATIONSHIP BETWEEN PRINCIPLES AND KEY MANAGEMENT AREAS OF THE ORGANIZATIONAL EXCELLENCE FRAMEWORK

	PRINCIPLES									
KEY MANAGEMENT AREAS WITH BEST MANAGEMENT PRACTICES	Leadership Involvement	Alignment	Focus on the Customer	People Involvement	Prevention Based Process Mgmt	Partnership Development	Continuous Improvement	Data Based Decision Making	Societal Commitmen	
1.0 Governance										
.1 Identify governance responsibility to stakeholders										
.2 Implement an effective system of leadership, authority, decision making, accountability, and control										
.3 Ensure governance system meets legal, financial, ethical, and reporting obligations*										
.4 Establish governance processes at all appropriate levels in the organization										
5 Act as a model of good practice for employers and people in the community										
1.6 Communicate policy and strategy to stakeholders										
2.0 Leadership	_	_	_	_	_	_	_	_	_	
2.1 Develop corporate statements (e.g. vision, mission, core values) *										
.2 Communicate corporate statements to all levels in the organization *										
.3 Identify factors that will contribute to organizational success										
.4 Develop a strategic plan with goals and objectives that will guide the organization toward its vision										
.5 Use risk management to assess strategic goals and objectives										
.6 Monitor and review the strategic plan on a regular basis										
2.7 Ensure senior management demonstrates a commitment to continuous improvement *										
.8 Ensure senior management participates in professional bodies, conferences, and seminars										
.9 Remove barriers to organizational effectiveness										
.10 Promote teamwork amongst employees *										
.11 Communicate openly to employees about organizational performance										
.12 Share responsibility, accountability, and leadership throughout the organization										
1.13 Link senior management rewards and recognition to organizational performance										
2.14 Demonstrate responsibility to society and the environment *										
.15 Learn from ideas and good practices and share them internally and with other organizations										
3.0 Planning	_	_		_	_					
3.1 Use factual information to provide input to the business planning process *										
.2 Create a business plan that identifies, prioritizes, and incorporates a balanced set of objectives, measures, nd initiatives that support the strategic direction *										
.3 Develop contingency plans for unforeseen events										
4 Communicate and integrate the business plan internally and externally										
.5 Allocate resources to ensure effective implementation of the business plan										
.6 Conduct a capability gap analysis for resources										
.7 Reallocate resource requirements to adjust to changing circumstances										

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3.8 Monitor and review the business plan on a regular basis *									
3.9 Make changes to the business plan aimed at continual improvement *									
4.0 Customers									
4.1 Use research to define and segment customers *									
4.2 Determine customer needs and expectations *									
4.3 Communicate the value of products and services to the customer *									
4.4 Align employees on the importance of the customer *									
4.5 Train and empower employees to be advocates for the customer *									
4.6 Ensure positive customer experiences by identifying and managing customer contact points *									
4.7 Make it easy for the customer to do business and provide feedback *									
4.8 Respond successfully to customer feedback *									
4.9 Reaffirm presence in established markets or the requirement to change market approach									
5.0 Employees									
5.1 Undertake human resource planning that supports organization goals and objectives *									
5.2 Recruit and select people for mutual success*									
5.3 Promote equal opportunity and diversity									
5.4 Ensure people understand and commit to the strategic direction and improvement goals									
5.5 Get people involved with improvement initiatives									
5.6 Encourage employees to share ideas and suggestions *									
5.7 Encourage employees to be innovative and take risks									
5.8 Determine training needs of employees and provide the necessary training *									
5.9 Ensure employees have adequate compensation and benefits *									
5.10 Reward and recognize strong performance of both individuals and teams *									
5.11 Ensure a healthy workplace environment and involve people in addressing issues related to health and wellness *									
5.12 Remove barriers to employee effectiveness									
6.0 Work Processes									
6.1 Design and document key processes *									
6.2 Monitor and control processes to ensure service standards are met consistently *									
6.3 Monitor and control processes to ensure system standards are met consistently *									
6.4 Ensure processes are in place to anticipate or adjust for change									
6.5 Take corrective action when problems occur *									

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6.6 Prevent recurrence of problems by making changes to processes *											
6.7 Analyze processes on a regular basis and make changes aimed at continual improvement *											
6.8 Communicate changes in process to all employees that touch the process *											
6.9 Involve customers, suppliers, and/or partners in designing and analyzing processes *											
6.10 Use external data to compare performance to other organizations											
7.0 Suppliers & Partners	_	_	_	_	_	_	_	_	_		
7.1 Select suppliers and partners on the basis of criteria *											
7.2 Develop win-win partnering arrangements *											
7.3 Share information with suppliers and partners that links to strategic and business plans *											
7.4 Involve suppliers and partners in the development of new products and services											
7.5 Involve suppliers and partners in the development of social and environmental standards											
8.0 Resource Management	_	_	_	_	_	_	_	_			
8.1 Define resource requirements *											
8.2 Develop a strategy to manage resources effectively *											
8.3 Manage the security of resources											
8.4 Minimize the adverse impact of products and services on the environment and community *											
8.5 Manage the maintenance and utilization of assets to improve total life cycle performance											
8.6 Identify alternative and emerging technology and related cost-benefit to the organization and society											
8.7 Provide appropriate access for stakeholders to relevant knowledge and information											
8.8 Prepare for resource interruptions											
9.0 Continuous Improvement and Performance Measurement									1		
9.1 Continuous Improvement - evaluate and improve the approach to each management area *											
9.1.1 Governance											
9.1.2 Leadership											
9.1.3 Planning											
9.1.4 Customers											
9.1.5 Employees											
9.1.6 Work Processes											
9.1.7 Suppliers and Partners											
9.1.8 Resource Management											
9.2 Performance Measurement (Management Areas) – measure performance in each management area											
9.2.1 Governance measures											

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9.2.2 Leadership measures											
9.2.3 Planning measures											
9.2.4 Customer measures											
9.2.5 Employee measures											
9.2.6 Work process measures											
9.2.7 Supplier and partner measures											
9.2.8 Resource management measures											
9.3 Performance Measurement (Organization) – measure overall organization performance											
9.3.1 Organizational relevance to the marketplace											
9.3.2 Organizational capability to manage change											
9.3.3 Meeting stakeholder objectives											
9.3.4 Community perception of organization as model of excellence or employer of choice											
9.3.5 Quality of products or services *											
9.3.6 Performance accomplishments and program outcomes											
9.3.7 Customer satisfaction *											
9.3.8 Customer loyalty											
9.3.9 Customer confidence											
9.3.10 Employee satisfaction *											
9.3.11 Employee morale											
9.3.12 Financial performance *											
* applies to micro size organizations											