

AKI DOCUMENT SUBMISSION (TEMPLATE)

The submission must contain the following:

1. Front Cover
2. Table of Contents
3. Participation Form
4. Organization Chart(s)
5. Glossary / Abbreviations (if necessary)
6. Company / Organisational Profile (max 5 pages)

- This part includes company's background and list of Products

7. Responses addressing all criteria (max 50 pages)

- This part will explain the management quality in organisation based on the Business Excellence Framework 7 Criteria.
- The submission must be short, clear and precise. Usage of chart and graph are encouraged to ensure the information to be as quantitative as it can be.
- Please make note if certain of the criteria is not relevant to your company.

8. Back Cover

Organization Profile

1. Organizational Description :

- What are your key organizational characteristics?

Describe your operating environment and your key relationships with customers, suppliers, and stakeholders.

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2. Organizational Environment:

- What are your organization's main product offerings?
- What is the relative importance each to your organization's success?
- What mechanism do you use to deliver your products?

CORE PRODUCTS & SERVICES	RELATIVE IMPORTANCE	DELIVERY MECHANISMS
SUPPORT PRODUCTS & SERVICES	RELATIVE IMPORTANCE	DELIVERY MECHANISMS

3. What are the distinctive characteristics of your organizational culture? What are your stated **PURPOSE, VISION, VALUES and MISSION?** What are your organization's core competencies and their relationship to your mission?

DISTINCTIVE CHARACTERISTICS:-

PURPOSE:

VISION:

VALUES:

MISSION:

4. What is your **WORKFORCE PROFILE**? What is your workforce or employee? What are the key elements that engage them in accomplishing your mission and vision? What are your organization's **WORKFORCE** and **JOB DIVERSITY**, organized bargaining units, key workforce benefits, and special health and safety requirements?

5. What are your major facilities, technologies, and equipment?

6. What is the regulatory under which your organizations operates? What are the applicable occupational health and safety regulation; and environmental, finance and products regulations?

7. Organizational Structure and Governance System? What are the reporting relationships among your GOVERNANCE board, senior Leaders, and your parent organization, as appropriate?

8. Customers and Stakeholders:

- What is your **KEY** market **SEGMENTS, CUSTOMER** group and **STAKEHOLDER** group, as appropriate?
- What are their **KEY** requirements and expectations for your products and **CUSTOMER** support services and operations?
- What are the differences in these requirements and expectation among **KEY MARKET SEGMENTS, CUSTOMER GROUPS** and **STAKEHOLDER GROUPS**?

KEY MARKET SEGMENTS	KEY REQUIREMENTS	CUSTOMER SUPPORT SERVICES & OPETRATIONS	DIFFERENTIATORS
KEY CUSTOMER GROUPS	KEY REQUIREMENTS	CUSTOMER SUPPORT SERVICES & OPETRATIONS	DIFFERENTIATORS

9. Suppliers and Partners:

- What are the your KEY types of suppliers, PARTNERS, and COLLABORATORS?
- What role do these suppliers, PARTNERSHIPS and COLLABORATORS play in your WORK SYSTEMS and the production and delivery of your KEY PRODUCTS and CUSTOMER support service?
- What are your KEY mechanisms for communicating and managing relationships with of SUPPLIERS, PARTNERS, and COLLABORATORS?
- What role, if any, do these organizations play in your organizational INNOVATION PROCESS?
- What are your KEY SUPPLY CHAIN requirements?

10. Organizational Situation:

What is your organization's strategic situation?

11. Competitive Environment:

11.1 Competitive position:

- What is your competitive position?
- What are your relative size and growth in your industry or markets served?
- What are the numbers and types of competitors for your organization?

12.1 Competitiveness Changes:

- What is any KEY changes taking place that affect your competitive situation, including opportunities for INNOVATION and collaboration, as appropriate?

12. Comparative Data:

- What are your key available sources of comparative and competitive data from within your industry?
- What are your KEY available sources of comparative data for outside your industry?
- What limitations, if any, affect your ability to obtain these data?

13. Strategic Context:

- What are your KEY business, operational, societal responsibility and human resource STRATEGIC CHALLENGES and advantages?

STRATEGIC CHALLENGES:-

BUSINESS:

OPERATIONAL:

SOCIETAL RESPONSIBILITY:

HUMAN RESOURCE:

STRATEGIC ADVANTAGES:-

BUSINESS:

OPERATIONAL:

SOCIETAL RESPONSIBILITY:

HUMAN RESOURCE:

14. Performance Improvement System:

- What are the KEY elements of your PERFORMANCE improvement system, including your evaluation, organizational LEARNING, and INNOVATION PROCESSES?

BUSINESS EXCELLENCE FRAMEWORK CRITERIA

CRITERIA 1: LEADERSHIP (150 POINTS)

1.1 SENIOR LEADERSHIP (90 points)

Describe how senior leaders are responsible for:

- 1.1.1** Developing the organisation's vision, mission, values and ethics that ***focus on key stakeholders, learning and innovation.***

FOCUS ON KEY STAKEHOLDERS
1. 2. 3.
LEARNING AND INNOVATION
1. 2. 3.
GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

- 1.1.2** Communicating the vision, mission, values and ethics to stakeholders:

(employees, customers, suppliers/ partners and other external parties).

EMPLOYEES
1. 2. 3.
CUSTOMERS
1. 2. 3
SUPPLIERS / PARTNERS / OTHER EXTERNAL PARTIES.
1. 2. 3.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.1.3 Translating organisation values into policies, practices and behaviours.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.1.4 Nurturing a desired culture that supports innovation, learning and achievement of the organisation's objectives.

GRAPHS/CHARTS IF NECESSARY:-

1.1.5 Undertaking the initiative to achieve a desired culture.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.1.6 Evaluating and improving their personal leadership and involvement in meeting organisational vision, mission, values and ethics.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.1.7 Ensuring senior leaders involvement to develop its future leaders for organisational sustainability.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.2 GOVERNANCE (30 points)

Describe how senior leaders are responsible for:

1.2.1 Establishing a system for governance with a clearly defined purposes and roles.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.2.2 Ensuring management accountability for the organisation's actions and independence in audits.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.2.3 Effectively evaluating top management performance from the perspective of key stakeholder interests and take appropriate actions as required.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.2.4 Regularly reviewing the governance system to ensure that it meets key stakeholders' interests.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

1.3 SOCIETAL RESPONSIBILITIES (30 points)

Describe how senior leaders are responsible for:

- 1.3.1 Developing policies and practices in relation to the organisation's contribution to the community and environmental sustainability.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

- 1.3.2 Inculcating a culture that supports involvement of employees and key stakeholders in achieving the goals.

GRAPHS/CHARTS IF NECESSARY:-

- 1.3.3 Evaluating and improving senior leaders' and employees' contribution to the community and environment.

GRAPHS/CHARTS IF NECESSARY:-

CRITERIA 2: PLANNING (90 POINTS)

2.1 STRATEGY DEVELOPMENT (35 points)

Describe how the organisation:

- 2.1.1 Identifies strategic challenges and develop strategic plans using internal and external information

(employees, customers, partners, suppliers, stakeholders and Competitors).

EMPLOYEES
1. 2. 3.
CUSTOMERS
1. 2. 3.
SUPPLIERS/ PARTNERS
1. 2. 3.
STAKEHOLDERS
1. 2. 3.
COMPETITORS
1. 2. 3.
GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

2.1.2 Establishes both short term and long term organisational plans and goals.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

2.1.3 Develops organisation goals based on customers' requirements and relevant benchmarks.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

2.1.4 Gets employees to participate in the strategic planning processes.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

2.2 STRATEGY DEPLOYMENT (55 points)

Describe how the organisation:

2.2.1 Deploys and disseminates action plans aligned to strategies and goals.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

2.2.2 Allocate resources (financial, human and other resources) to support the accomplishment of the action plans.

GRAPHS/CHARTS IF NECESSARY:-

2.2.3 Sets targets for employees that are linked to strategies and goals.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

2.2.4 Manages risks associated with action plans for business sustainability.

GRAPH/CHARTS IF NECESSARY:-

2.2.5 Measures and reviews organisations' performance against plans.

GRAPH/CHARTS IF NECESSARY:-

2.2.6 Reviews the relevance of the plans with respect to external changes.

GRAPH/CHARTS IF NECESSARY:-

2.2.7 Evaluates and improves organisation strategic planning processes.

GRAPH/CHARTS IF NECESSARY:-

CRITERIA 3: INFORMATION (90 POINTS)

3.1 MANAGEMENT OF INFORMATION AND KNOWLEDGE (90 points)

Describe how the organisation:

3.1.1 Selects and gathers information to support decision making and improve organisational performance.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

3.1.2 Ensures performance data is interpreted correctly and presented using appropriate format or medium.

GRAPHS/CHARTS IF NECESSARY:-

3.1.3 Uses information to generate knowledge for planning, decision making, continuous improvement and innovation.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

3.1.4 Identifies and shares best practices throughout organisation to improve performance.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

3.1.5 Ensures hardware and software is reliable, secure and user-friendly to support the application of knowledge.

GRAPHS/CHARTS/TABLES/PICTURES / IF NECESSARY:-

3.1.6 Evaluates and improves the management of information and knowledge.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

3.1.7. Use comparative and benchmarking information to improve organizational performance

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

CRITERIA 4: CUSTOMERS (110 POINTS)

4.1 VOICE OF CUSTOMER (40 points)

Describe how the organisation:

4.1.1 Determines the key customers, markets and segments.

FOCUS ON KEY CUSTOMERS
1. 2. 3.
MARKETS
1. 2. 3.

SEGMENTS
1. 2. 3.
GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.1.2 Determines current and future customers' needs and expectations, including competitors' customers.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.1.3 Determines customer satisfaction.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.1.4 Ensures the measurement of customer satisfaction and captures actionable information on areas of concern voiced by customers.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.1.5 Establishes appropriate listening posts and methods according to different customers and market segments.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.1.6 Seeks immediate and actionable feedback from customers on the quality of products, customer supports and transactions.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.2 CUSTOMER ENGAGEMENT AND SATISFACTION (70 points)

Describe how the organisation:

4.2.1 Establishes effective customer engagement, complaint and feedback mechanism or system.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.2.2 Assesses and improves overall organisational quality performance to delight customers.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.2.3 Effectively manages customers' relationship.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.2.4 Incorporates customers' needs and complaints into strategic and improvement plans.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

4.2.5 Ensures continuous improvement of the customer engagement system.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

CRITERIA 5: PEOPLE (120 POINTS)

5.1 HUMAN RESOURCE PLANNING (25 points)

Describe how the organisation:

5.1.1 Establishes human resource plan ***aligned to organisational vision, mission, strategies, action plans and goals.***

HUMAN RESOURCE PLAN ALIGNED TO ORGANISATIONAL VISION, MISSION, STRATEGIES
1. 2. 3.
ACTION PLAN AND GOALS
1. 2. 3.
GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.1.2 Reviews human resource plan to address organisational challenges.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.2 EMPLOYEE ENGAGEMENT (30 points)

Describe how the organisation:

5.2.1 Develops strategies to strengthen employees’ engagement initiatives.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.2.2 Establishes mechanisms to encourage employees’ engagement in innovation initiatives.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.2.3 Evaluates and improves the strategies and mechanisms deployed to strengthen employee engagement

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.3 LEARNING AND CAREER PROGRESSION (30 points)

Describe how the organisation:

5.3.1 Identifies and develops employees' capabilities and capacities at all levels to meet organisational current and future requirements.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.3.2 Manages and implements effective career progression for its employees.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.3.3 Evaluates, review sand improvises the effectiveness of learning and development programmes as well as career progression system.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.4 EMPLOYEE WELL-BEING AND SATISFACTION (20 points)

Describe how the organisation:

5.4.1 Develops initiatives to promote employees well-being and satisfaction.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.4.2 Assesses employees' well-being and satisfaction.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.4.3 Evaluates and improves organisation approaches to enhance employees' well-being and satisfaction.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.5 BENEFITS AND APPRAISAL SYSTEM (15 points)

Describe how the organisation:

5.5.1 Implements a performance appraisal system that is aligned to organisational objectives and goals.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.5.2 Establishes a recognition and reward system based on productivity.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

5.5.3 Evaluates and improves the performance appraisal, recognition and reward system.

GRAPHS/CHARTS/TABLES/PICTURESS IF NECESSARY:-

CRITERIA 6: PROCESS (90 POINTS)

6.1 WORK PROCESSES (50 points)

Describe how the organisation:

6.1.1 Identifies key products and its requirements according to customers' and stakeholders' requirements.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.1.2 Incorporates critical requirements of customers and stakeholders during the design or enhancement of processes.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.1.3 Establishes the work processes to meet key requirements of the customers, stakeholders and meeting requirements of safe working environment and emergency preparedness.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.1.4 Measures and improves the performance of the work processes.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.1.5 Determines the key support processes and their key requirements.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.1.6 Identifies key measures of the key support processes.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.1.7 Designs and improves key processes for higher productivity, cost reduction, quality of products and services for enhancement of customer satisfaction.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.2 SUPPLY CHAIN MANAGEMENT (40 points)

Describe how the organisation:

6.2.1 Identifies and selects qualified suppliers and partners that fit into the organisation's strategy.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.2.2 Establishes an effective communication system for supplier and partners' continuous improvement.

GRAPHS/CHARTS /ABLES/PICTURES IF NECESSARY:-

6.2.3 Evaluates supplier and partners' performance to ensure requirements are met.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.2.4 Provides organisation requirements and performance feedback to suppliers and partners.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

6.2.5 Partnering with suppliers and partners to improve their capabilities in meeting business requirements.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

CRITERIA 7: RESULTS (350 POINTS)

7.1 CUSTOMER RESULT (85 points)

The following questions should be answered:

7.1.1 Indication of customers' engagement and satisfaction.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.1.2 Performance trends on customer engagement and targets set, measured, benchmarked and met.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.2 FINANCIAL AND MARKET RESULT (95 points)

The following results should be presented:

7.2.1 Key indicators for financial and market performance.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.2.2 Performance trends and targets for financial and market measured, benchmarked and met.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.2.3 Productivity performance measured and benchmarked.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.3 PEOPLE RESULT (85 points)

The following statistics should be furnished:

7.3.1 Key indicators for people performance.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.3.2 Performance trends and targets for people measured, benchmarked and met.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.4 PROCESS RESULT (85 points)

The following statistics are required:

7.4.1 Key indicators for process performance.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

7.4.2 Performance trends and targets for process measured, benchmarked and met.

GRAPHS/CHARTS/TABLES/PICTURES IF NECESSARY:-

END