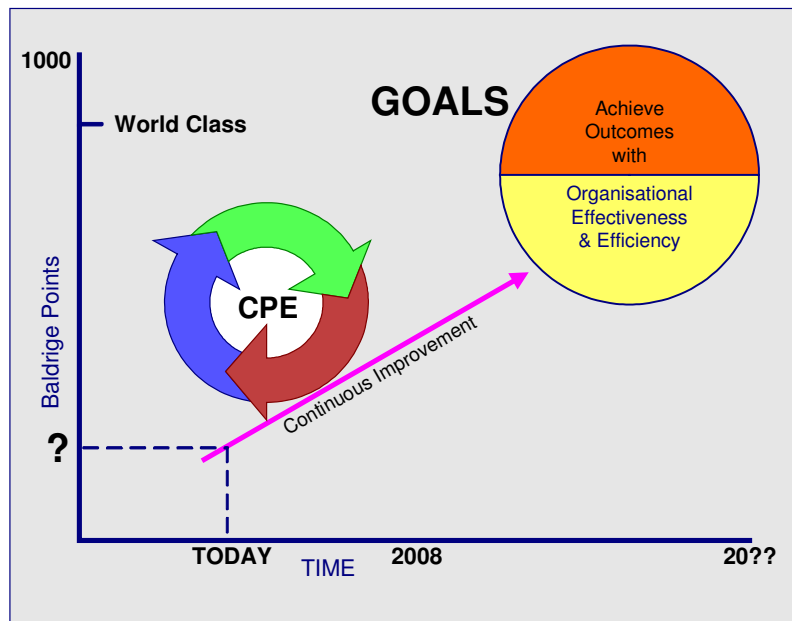


What is Performance Excellence?



Achieving your desired Outcomes, with organisational effectiveness and efficiency, through the management philosophy of continuous improvement, guided by the rigor of the Baldrige Criteria for Performance Excellence, and ultimately achieving 'world class' status amongst your organisational peers.

What are the benefits of a Performance Excellence programme?

Your organisation will find ways in which it can effect permanent improvement to the results that matter; i.e. more than just a satisfactory financial result.

This is achieved through the focus the Criteria for Performance Excellence framework brings to basic organisational requirements, cause-and-effect understanding, communication, knowledge sharing, goal-alignment, functional integration, and the encouragement of innovation and diversity in approaches to problems.

What are the Criteria for Performance Excellence?

A holistic set of non-prescriptive evaluation criteria that is internationally recognised as the standard by which 'world class' is determined. The framework and evaluation process is annually reviewed for relevance to the dynamics of market and workplace realities. The New Zealand Business Excellence Foundation supports the Criteria in New Zealand.

http://www.nzbef.org.nz/about_framework.htm

Copies of the Criteria can be downloaded from their web site. In particular, there is a New Zealand version (2006) written for Local Government organisations. http://www.nzbef.org.nz/downloads/2006_cpe-la.pdf

What is the uptake like among New Zealand local authorities?

This year there are approximately 16 Councils using the Criteria for Performance Excellence to improve their service delivery and Outcome performance. Last year Hutt City Council achieved a Business Excellence Silver Award after 6 years of continuous improvement.

Why is this framework better than any other model?

1. It is founded on the reality that organisations are 'systems'.
2. It is structured around the necessity of performance management by measurement.
3. It does not prescribe or impose solutions, or require any specific aspect of compliance.
4. It is so generic that it can be applied to any size or type of organisation.
5. It encourages goal-based direction setting and diagnosis.
6. Its underlying values and concepts are universally credible for achieving high performance.
7. It is annually revised and refined by its owner – a department of the US Government. Go to <http://baldrige.nist.gov/>

Is the Criteria for Performance Excellence just about winning an award?

No.

Applying for a Business Excellence Award will be one of the activities that will help you identify the progress you have made towards 'world class', but it is not something you would do straight away. The framework is a diagnostic tool as much as it is necessary for any Awards evaluation process.

How does a Council start on such programme?

Talk to someone who knows what you need. Give my colleague, Lloyd Evans, a call. Lloyd runs a consultancy business called E-CUBED - Enterprise Excellence by Evans Ltd., which specialises in helping organisations adopt the Criteria for Performance Excellence as their platform for achieving 'world class' status.

You can contact Lloyd by e-mail at lloyd@e-cubed.co.nz