



EXCELLENCE AWARDS

EVIDENCE DOCUMENT



Supported by the British Quality Foundation
the Chartered Quality Institute and the EFQM

North of England Excellence
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Introduction

The Excellence Awards will recognise organisations that achieve and sustain superior levels of performance and will be presented at the North of England Excellence Awards Ceremony and Gala Dinner in November 2012.

The Awards will take the form of a distinctive trophy and certificate, and will be awarded to those organisations which have clearly demonstrate Excellence in practice. In addition all organisations that, in the Jury's view, have reached the status of Finalist will be awarded a Finalist Certificate. The Jury may also award Certificates of Commendation to organisations which, whilst not yet achieving finalist level, have shown a real desire to achieve Excellence in the longer term.

It should be noted that the Jury may decide that no applicant within a particular sector has sufficiently clearly demonstrated Excellence in practice and that therefore no Award will be made for that sector.

The Jury's decision is final.

Continued overleaf

Entry Fees

Excellence Awards are as follows and are non refundable.

[prices are guaranteed for registrations received by 23rd December 2011]

	Joint NoEE/BQF Member	Non member
Organisations with 50 or fewer employees	£795 + Site Visit expenses + VAT	£975 + Site Visit expenses + VAT
Organisations with 51 to 250 employees	£1295 + Site Visit expenses + VAT	£1675 + Site Visit expenses + VAT
Organisations with 250 or more employees	£1795 + Site Visit expenses + VAT	£2,275 + Site Visit expenses + VAT

N.B. Applicants are expected to reimburse such expenses as are reasonably incurred by the Assessor Team during the assessment Site Visit. The Lead Assessor will agree these with each Applicant in advance of them being incurred, and will ensure that they are in accordance with any policy/ies or guideline(s) set by the Applicant.

Awards timetable

Applications for the 2012 Excellence awards are welcomed immediately and early application is advised.

- The closing date for Applications and for the payment of entry fees is 30th March 2012.
- The closing date for the receipt of completed evidence documents is 30th March 2012.
- Applicant site visits will be completed by 13th July 2012.
- Finalists will be announced during week commencing Monday 17th September 2012.
- The Awards Ceremony and Gala Dinner will be held November 2012.

Application Awareness Workshops

Free half day workshops are provided for all applicants to assist in the understanding and completion of the evidence document. Workshops will be held in January 2012 and February 2012. Places are limited so early booking is advised.

If you have any queries or need help in completing this document please contact the NoEE team on 01925 715245; email: awards@noee.co.uk who can provide advice over the telephone/by e mail or put you in touch with NoEE associates who can give more detailed assistance.

Evidence document - overview

The entry form for the 2012 NoEE awards is your opportunity to tell the assessors all the great things you do and all the great results you achieve.

The form is based around the EFQM Excellence Model and so has 9 chapters which follow the EFQM sections:

- 1. Leadership**
- 2. Strategy**
- 3. People**
- 4. Partnerships and Resources**
- 5. Processes, Products and Services**
- 6. Customer Results**
- 7. People Results**
- 8. Society Results**
- 9. Key Results**

Each chapter or section is further broken down to help you understand what the assessors will be looking for when they read your entry form and later visit your site. For the first 5 sections, the assessors won't just be looking for what you do, but why you do it, how you ensure wide implementation and how you review and improve what you do. In the 4 results sections, they'll be looking for positive trends over at least 3 years and to see if your results compare well with what you've planned and the results of others in your sector.

Additionally, it will be a great help to the assessors if you can provide an overview of your organisation and an organisation or structure chart.

Whilst you must write the entry form yourselves, North of England Excellence will be happy to provide guidance and support along the way to make sure you are putting yourselves in the best possible light and helping the assessors truly understand what you are all about.

Best of luck ! See you at the Awards Ceremony !

Graphics & Publicity

Award Applicants are requested to provide with their completed **Award Submission Workbooks** the materials detailed below. Possible options are given and Applicants are asked to provide as many of them as are appropriate and/or possible. This will allow North of England Excellence to present Applicants in the best light both during the Award process and at the Awards Ceremony.

Any deviations by Applicants may result in some of their material not being included in the presentation modules used during the Awards evening and/or in the supporting literature circulated before, during and after the event.

Company Logo

- An Illustrator file (.ai) or an Illustrator EPS, curved or outlined would be preferable. If either of these formats are unobtainable then a high resolution TIF or JPEG file would be acceptable.
- Important: Any company logos that will be printed must be an Illustrator file (.ai) or an Illustrator EPS, curved or outlined. This will allow the logo to be resized without any distortion.
- Logos may have to be put onto white boxes so as to make them show up clearly on various slides or backdrops. Organisations should indicate whether this is acceptable.
- All artwork needs to be PC formatted (not MAC). Any True Type fonts also need to be sent.
- Logos will be used both for video modules and for printed material.

Company Images

- High Resolution, quality stills photography to be provided on Disc, CD or just as the image itself, formatted for PC (not MAC).
- Ideally what is required are images of each Applicant organisation's building(s) with their logo in place plus views of reception and/or work areas, people at work, the organisation's product(s) or activities, training areas and suchlike. The images submitted should seek to illustrate some of the reasons for your organisation making an Award Submission.
- Images will be used in the production of video modules lasting between 15 and 30 seconds. Organisations should therefore seek to provide enough material for such a module.

Remember that if possible these materials should be supplied with your completed Submission Workbook – see also the notes and checklist overleaf.

How applications are assessed

Each completed Evidence Document will be assessed by a team of specially trained Excellence Awards Assessors.

The size of the Assessor Team will be dependant on the size of the Applicant, but will typically be four for a smaller or less complex organisation and six for a larger or more complex one.

Each Assessor Team is led by an experienced Lead Assessor who will liaise with the Applicant regarding the assessment, and particularly to agree a Site Visit date, arrangements and agenda.

The Assessor Team will first assess the Applicant's Evidence Document at a team consensus session held at North of England Excellence's offices in Warrington.

They will then carry out a Site Visit, the duration of which will be dependent on the complexity of the Applicant's organisation but will typically be two or three consecutive days.

At the conclusion of the Site Visit the Assessor Team will agree their findings and produce their Assessment Report. This will consist of an executive summary plus detailed strengths, areas for improvement and scores for each of the nine subject areas. It is used to provide the bulk of the Feedback Report.

An interim version of the Feedback Report will be issued to the Applicant shortly after the Site Visit; with the full Feedback Report being released immediately after the Awards Ceremony and Gala Dinner.

The Assessment Report is also used by the Jury to aid their identification of Finalists and Excellence Awards Winners.

Confidentiality

North of England Excellence will take all reasonable steps to ensure that Evidence Documents, and the information contained therein, is treated in strict confidence. However whilst every care will be taken North of England Excellence does not accept any responsibility or liability in respect of preserving such confidentiality.

All assessors who participate in assessing an organisation's Evidence Document are required to sign a confidentiality agreement and to confirm that they have no conflict of interest with the Applicant.

Applicants are also given the opportunity to declare whether they have any conflict of interest with any of the members of the Assessor Team allocated to their Evidence Document.

How much should we write?

There are 32 sub-sections to the EFQM Excellence Model and, as a rough guide, a page for each should be sufficient. For example, the UK Excellence Award's Flexible Approach has a 30 page limit. To give you some latitude, our page limit for the whole document will be set at 40 and this will include:

- Introduction to your organisation
- Narrative for all 32 sub-sections
- Results charts (no more than 6 for each sub-section)
- Commentary on results
- Glossary of Terms

Please do not send in additional material beyond the 40 pages. Previous applicants have sent in CDs/DVDs/Memory sticks and so on which the assessors have rarely had time to open, never mind digest. You can make additional information available to the assessors during the site visit.

Please refer to the specimen document which shows some examples of completed sections – one Enabler and one Result. These show the type and amount of detail the assessors will be looking for.



Please give the assessors an overview of and introduction to your organisation

You should use this section to give the assessors a “feel” for your organisation before they come on site, a “flavour” of what you are about which they can only sense by reading the rest of the document. To help with this, you may want to supply photographs or images.

The sort of information you could cover in this section includes:

- Your history and achievements
- Your strategy and challenges
- Some context about the market or environment in which you operate
- Who your stakeholders are
- An organisation or structure chart.

Please be concise as this section is included in the 40 page limit.

Type here

**Organisational
chart**

Guidance Include the names of middle, senior and top management – and clearly indicate key responsibilities.

Attach chart file clearly marked to reply email

Overview of subject area 1 – LEADERSHIP

Excellent organisations have leaders who shape the future and make it happen acting as role models for its values and ethics and inspiring trust at all times. They are flexible, allowing the organisation to anticipate and react in a timely manner to ensure the ongoing success of the organisation.

Subject 1: Leadership Question A:

How your leaders set the direction, shape the future and act as role models, by

Guidance

Developing your Mission and Vision; your fundamental purpose – what you are here for and what you do

Developing meaningful values and ethics; leading by example and acting as role models for others by their behaviours and actions

Personally communicating key messages; your values and ethics; your purpose and direction; your strategy, plans and targets

Ensuing that people act with integrity and adopt the highest standards of ethical behaviour

Continually seeking to improve their personal leadership effectiveness by seeking feedback and acting on it

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 1:
Leadership
Question B:**

How your leaders manage the organisation well to deliver its plans, by

Guidance

Having structured the organisation and identified working methods to best achieve your plans and achieve sustainability

Ensuring that your ways of working are applied consistently across all areas

Understanding and developing the underlying capabilities of people

Using relevant measures, balancing your short term and long term priorities, reviewing and improving your key outcomes and making decisions based on facts

they are good at identifying risks and managing them

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]



**Subject 1:
Leadership
Question C:**

How your leaders engage with customers, suppliers and other external partners, by

Guidance

Personally spending time with customers and partners to understand their needs and expectations

Taking a lead in engaging and building relationships with customers and partners to generate new and innovative ideas

Getting involved in outside activities, promoting you reputation

Being open and transparent in how they communicate externally, particularly to regulators and other governance bodies

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 1:
Leadership
Question D:**

How your leaders create and reinforce a culture of excellence with their own people, by

Guidance

Living and breathing your values and beliefs; being open and honest in their dealings, accessible and actively listen to concerns

All displaying energy and a sense of purpose, not just a select few; encouraging empowerment, ownership and involvement

Regularly asking themselves hard questions to identify where innovative improvements can be made

Driving and inspiring people to be creative, to improve and to achieve excellence in all that they do

Helping everyone achieve their objectives and to work together to make things better; noticing and acknowledging everyone's efforts and achievements promptly

Promoting and encouraging equal opportunities and diversity; they work hard to tackle discrimination

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 1:
Leadership
Question E:**

How your leaders ensure the organisation is flexible and manage change well, by

Guidance

Understanding the external environment, what the drivers of change are and how you need to change to ensure sustainable success

Leading the development of change plans and measuring and reviewing the effectiveness of the changes made

Allocating resources to meet long term needs rather than just short term profitability

Being flexible and agile, quickly adapting and re-aligning your direction when necessary to achieve sustainable advantage

Communicating changes and the reasons for them, and supporting everyone in managing change during periods of transition; they inspire trust during times of change

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

Overview of subject area 2 – STRATEGY

Excellent organisations achieve their Mission and Vision through a clear strategy, supported by relevant policies, plans, objectives, targets and processes to meet stakeholder needs.

Subject 2:
Strategy
Question A:

How your leaders understand the external environment, by

Guidance

Gathering the needs and expectations of all external stakeholders now and in the future

Understanding what's happening in your market and what sets you apart from your competitors

Researching external pressures, e.g. legal, economic and society trends

Having a good understanding of external funding sources and access them by allocating resources effectively

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 2:
Strategy
Question B:**

How your leaders understand how your organisation is performing, by

Guidance

Using what you learn from measuring your performance; your measures are relevant

Tracking the performance of your partners to understand how they complement what you are trying to achieve

Having a good insight into what you do well (so you can do more of it) and where you don't perform so well (so you can improve)

Using what you learn from research, e.g. through industry, professional and technical bodies

Using what you learn from looking at what other organisations do, not just those within your sector

Investigating what new technologies might make possible

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

Subject 2:
Strategy
Question C:

How your leaders develop, review and update the business plan and supporting policies, by

Guidance

- Coming to your chosen business plan, you consider the options and analyse the risks
 - Ensuring your business plan fully supports your values and direction you have set for yourselves
 - Showing flexibility in developing your business plan, and you are realistic about what is achievable and how to negotiate priorities
 - Ensuring your business plan balances potentially conflicting pressures, e.g. the needs of different groups, your own short and long-term needs
 - Ensuring your business plan and the plans of your key partners support each other
 - Having a high visibility in the community and actively promoting yourselves through an agreed communication strategy – e.g. website
 - Ensuring your business plan makes a serious commitment to continuous improvement, sustainability and achieving excellence
 - Setting realistic but stretching targets for the key results that are your main indicators of success
- Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

Subject 2:
Strategy
Question D:

How your leaders implement the business plan and supporting policies, by

Guidance

Cascading your business plan throughout the organisation, communicating its relevance to everyone at the right level of detail

Communicating your business plan, or at least its general direction, externally to customers, suppliers and other partners

Ensuring your teams and individuals have targets and objectives that will ensure the achievement of your business plan

Ensuring your business plan, objectives and targets support each other and are not in conflict

Setting clear goals and objectives for innovation

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

Overview of subject area 3 – PEOPLE

Excellent organisations value their employees and create a culture which allows achievement of both personal and organisational goals. They develop and release the knowledge and full potential of its people in support of their overall objectives. They promote fairness and equality.

People are defined as all the individuals employed by the organisation, including part-time, voluntary and contract employees.

**Subject 3:
People
Question A:**

How your leaders have people plans in place which support the overall strategy, by

Guidance

Matching people's skills and abilities to your needs, and developing recruitment and training plans to bridge skills gaps

Setting people objectives to support your overall objectives

Managing recruitment, promotion, mobility and succession planning to ensure fairness and equal opportunities

Identifying how you will measure the success of your people plans and practices; using surveys and other forms of feedback to improve how you manage people

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 3:
People
Question B:**

How your leaders develop people's knowledge and capabilities, by

Guidance

Identifying the skills, abilities and people resources needed to meet your business plans; you already have, or are working towards, Investors in People accreditation

Everyone having a development plan to grow the skills and abilities you need

Using the best methods for each development need, e.g.: training, coaching, mentoring, networking and external events

Appraising and help people improve their performance

Giving people the information, resources and empowerment they need to maximise their contribution

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 3:
People
Question C:**

How your leaders encourage people to become involved and feel empowered, by

Guidance

Encouraging and supporting people to work together and to be creative and innovative so as to create a culture of entrepreneurship

Encouraging and supporting our people to get involved in helping you improve, either individually or in teams

Investigating and making use of new and innovative ways of working through involving your people

Encouraging people to take responsibility for decisions and changes, and to respond quickly to challenges

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 3:
People
Question D:**

How your leaders ensure effective communication, by

Guidance

Understanding people's communication needs, and communicating effectively top down, bottom up and across the organisation

People being open and honest with each other, and demonstrating high standards of integrity

Sharing your information, knowledge and best practices freely with each other

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]



**Subject 3:
People
Question E:**

How you leaders treat people in a fair and caring way, and make them feel valued, by

Guidance

Systematically managing recruitment and induction, redeployment, leaving and retirement in line with your business plan and Values

Expecting and calling for fair treatment of all your employees in all respects, including diversity and different cultural backgrounds

Paying your people fairly and giving them fair terms of employment; ensuring that everyone adopts a sensible work / life balance

Promoting good practice in health and safety, and responsibility towards the community and the environment

Promoting a culture of mutual support, recognition and care between individuals and teams

Knowing the factors which affect our people's morale, and work to build everyone's job satisfaction

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

Overview of subject area 4 – PARTNERSHIPS AND RESOURCES

Excellent organisations plan and manage external partnerships, suppliers and internal assets and resources to support the business plan and the effective operation of processes.

Subject 4: Resources and Partnerships Question A:

How leaders manage partners and suppliers for sustainable benefit, by

Guidance

Working with a range of partners, across all sectors within the local community and beyond
Building sustainable relationships with your partners based on mutual trust, respect and openness
Making those relationships mutually beneficial to yourselves and your partners
Sharing knowledge and experience between yourselves and your partners, and encouraging innovative and creative thinking
Encouraging mutual development through your partnerships
Being innovative and proactive in searching out new partnerships
Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]



**Subject 4:
Resources and
Partnerships
Question B:**

How leaders manage finances to secure sustained success, by

Guidance

Having sound financial processes, controls and reporting mechanisms

Making sure that your financial operations support the aims and objectives contained in your business plan

Evaluating and justifying your decisions before investing in assets, and taking their long terms effects (e.g. ecological) into account

Managing the financial risks within your organisation and having strong financial governance processes in place

Making sure your short term financial plans do not compromise delivery of your longer term goals

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]



**Subject 4:
Resources and
Partnerships
Question C:**

How leaders manage physical assets and resources in a sustainable way, by

Guidance

Making effective use of your assets and using them to support your aims and objectives

Keeping your assets well maintained and adopt an environmentally sound approach to their development and maintenance

Making sure that your assets and their operation are secure and that they pose no health or safety risks

Managing utilities consumption and other resources to minimise your impact on the environment; minimising and recycling your waste through defined procedures

Measuring and managing any adverse effects of your operations on the community and your people

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

Subject 4:
Resources and
Partnerships
Question D:

How leaders manage technology in support of strategy, by

Guidance

Using and exploiting technology to improve your performance, and ensuring that staff skills and capabilities are developed in line with changes in technology

Involving your people and customers in the development of new technologies

Using technology to support innovation and creativity

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 4:
Resources and
Partnerships
Question E:**

How leaders manage information and knowledge to support effective decision making, by

Guidance

Making sure that your leaders have accurate and up to date information to help them make effective decisions; enabling them to better predict your future performance

Identifying your information needs and make sure that your information is sound and complete, keeping it secure; transforming data into information

Everyone (employees and partners) having access to all the information they need to do their jobs whilst protecting your intellectual property

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]



Overview of subject area 5 – PROCESSES, PRODUCTS AND SERVICES

Excellent organisations design, manage and improve processes, products and services to increase value for customers and others. A **process** is defined as “a sequence of activities which adds value by producing the outputs we need from a variety of inputs”

Subject 5:
Processes, Products
and Services
Question A:

How leaders design and manage processes to increase customer value, by

Guidance

Identifying and analysing your end to end processes as part of your overall management system (how you get things done)

Evaluating quality management systems (e.g. Investors in People, ISO 9001:2008) and deciding whether you will use them to help you manage and improve your processes

Deciding how you will target, measure and improve the effectiveness and efficiency of your processes

Regularly reviewing your processes and structures to ensure that you are best placed to achieve your business plans

Managing all your processes to ensure that you achieve your business plans

All knowing what you have to do to improve your processes using creativity and innovation; also assessing the impact of the changes you have made

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 5:
Processes, Products
and Services
Question B:**

How leaders develop products and services to increase customer value, by

Guidance

Identifying the needs of customers through market research, surveys and other forms of feedback

Always striving to innovate and create value for customers

Involving customers, employees and partners in developing new and innovative products and services

Understanding the impact of new technologies on your products and services

Striving to ensure that your products and services take account of sustainability in both the economic and the ecological sense

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]



**Subject 5:
Processes, Products
and Services
Question C:**

How leaders promote and market products and services to increase customer value, by

Guidance

Clearly defining to customers how your products and services add value and differ from what your competitors offer

Knowing your position in the market and target relevant customer groups

Using effective marketing plans to promote your products and services to both existing and new customers

Ensuring that your products and services fulfil the promises you make

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]



**Subject 5:
Processes, Products
and Services
Question D:**

How leaders produce and deliver products and services to increase customer value, by

Guidance

Producing and delivering products and services which meet or exceed customer expectations we manage our products and services through their lifecycle, and reuse and recycle where appropriate and practical

Comparing how you perform in delivering your products and services with sector benchmarks so as to improve the value you give to customers

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

**Subject 5:
Processes, Products
and Services
Question E:**

How leaders manage and enhance customer relationships, by

Guidance

Working hard to increase your understanding of customers so you can anticipate their needs and expectations

Making yourselves accessible to customers

Not making promises that you cannot deliver

Valuing feedback from all sources, and respond to it rapidly and positively

Feeding back to those who have contacted you to let them know what you are doing with their ideas and suggestions

Include what you do, how you do it and how you review and refine or improve it.

Type here a maximum of 500 words

EVIDENCE [Remember to describe your approaches, why they were chosen, how they are implemented and how they are reviewed and improved]

Overview of subject area 6 – CUSTOMER RESULTS

What results you are achieving in relation to your external customers.

Subject 6: Customer Results Question A:

Customers are defined as those who receive products and/or services from you. They may be current, former and future customers or simply people who contact you to make an enquiry.

Guidance

Excellent organisations :

Measure relevant customer results to see how well they are fulfilling their customer strategy

Demonstrate positive customer results trends over at least three years

Set and meet relevant targets for key customer results

Understand how their key customer results compare to similar organisations and use this information to make improvements

Understand what has caused current customer results to anticipate what they will be in the future

Break down customer results and use this information to make improvements

Customer Results are made up of customers' Direct Perceptions of you as well as your own Internal Indicators which help you predict what your customers will be saying.

Direct Perceptions - These are based on what your customers say and write to show their satisfaction with the products and services they receive from you, perhaps via surveys, focus groups, vendor ratings, complaints, compliments and other direct sources of feedback. They should give a clear picture of how well you are doing in delivering your customer strategy. Depending on the type of organisation you are, perceptions may be about :

- Your reputation and image
- The value of your products and services
- The delivery of your products and services
- Your accessibility, service and support to customers
- Customer loyalty and engagement
- and any other factors which you know will influence overall customer satisfaction.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY



**Subject 6:
Customer Results
Question B:**

Internal Indicators

Guidance

These are your own measures which you use regularly to monitor, understand and improve your performance in satisfying customers. You also use these measures to predict their impact on the future perceptions of your customers. They should give a clear picture of how well you are doing in delivering your customer strategy. Depending on the type of organisation you are, measures may be about :

The accuracy of what you produce

The speed of delivery

Press coverage, accolades and awards

Complaint handing

Response times

Keeping your promises

and any other measures which you know will influence overall customer satisfaction.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY

Overview of subject area 7 – PEOPLE RESULTS

What results you are achieving in relation to your employees.

Subject 7: People Results Question A:

Employees are defined as all the people you employ and any others who take part in serving your customers.

Guidance

Excellent organisations :

Measure relevant people results to see how well they are fulfilling their people strategy

Demonstrate positive people results trends over at least three years

Set and meet relevant targets for key people results

Understand how their key people results compare to similar organisations and use this information to make improvements

Understand what has caused current people results to anticipate what they will be in the future

Break down people results and use this information to make improvements

People results are made up of people's' Direct Perceptions of working for you as well as your own Internal Indicators which help you predict what your people will be saying.

Direct Perceptions - These are based on what your people say and write to show their satisfaction with working for you, perhaps via surveys, focus groups, interviews, structured appraisals and other direct sources of feedback. They should give a clear picture of how well you are doing in satisfying your people. Depending on the type of organisation you are, perceptions may be about :

Overall satisfaction and morale

Involvement and fulfilment

Leadership and management

Training and career development

Effective communications

Working conditions

and any other factors which you know will influence overall people satisfaction.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY

**Subject 7:
People Results
Question B:**

Internal Indicators

Guidance

These are your own measures which you use regularly to monitor, understand and improve your performance in satisfying our people. You also use these measures to predict their impact on the future perceptions of your people. They should give a clear picture of how well you are doing in satisfying your people. Depending on the type of organisation you are, measures may be about :

Absence rates

Employee turnover

Training take up and attainment

Degree of involvement (e.g. in projects, improvement teams, number of ideas and suggestions)

Take up of facilities and benefits

and any other measures which you know will influence overall people satisfaction.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY

Overview of subject area 8 – SOCIETY RESULTS

What results you are achieving in relation to the local community and the wider national and global society.

Subject 8: Society Results Question A:

What society perception measures are in place?

Guidance

Excellent organisations :

Measure relevant society results to see how well they are fulfilling their society strategy

Demonstrate positive society results trends over at least 3 years

Set and meet relevant targets for key society results

Understand how their key society results compare to similar organisations and use this information to make improvements

Understand what has caused current society results to anticipate what they will be in the future

Break down society results and use this information to make improvements

Society results are made up of society's Direct Perceptions of you as well as your own Internal Indicators which help you predict what society will be saying.

Direct Perceptions - These are based on what society says and writes to show their satisfaction with your role in the local community and wider society, perhaps via surveys, reports, press articles, public meetings, regulators and other direct sources of feedback. They should give a clear picture of how well you are doing in delivering your society strategy. Depending on the type of organisation you are, perceptions may be about:

Your environmental impact

Your community support and charitable donations

Ethical behaviour

Your overall image and reputation

Awards and media coverage

and any other factors which you know will influence overall society satisfaction.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY

**Subject 8:
Society Results
Question B:**

What society related performance indicators are in place?

Guidance

Internal Indicators - These are your own measures which you use regularly to monitor, understand and improve your performance in satisfying society. You also use these measures to predict their impact on the future perceptions of society. They should give a clear picture of how well you are doing in delivering your society strategy. Depending on the type of organisation you are, measures may be about :

Environmental performance

Amount of community support and charitable donations

Regulatory and governance reports

Responsible purchasing

and any other measures which you know will influence overall society satisfaction.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY

Overview of subject area 9 – KEY (BUSINESS) RESULTS

Excellent organisations develop and agree a set of key financial and non-financial results to determine the successful deployment of their strategy, based on the needs and expectations of their key stakeholders.

Note that key results for Customers, People and Society are covered by subject areas 6, 7 and 8 above.

Subject 9: Key Results Question A:

What results you are achieving in relation to meeting your key business plans and satisfying the needs of all who have an interest or stake in what you do.

Guidance

Excellent organisations :

Measure relevant Key (financial and non-financial) Results to see how well they are fulfilling their strategy, based on the needs of their key stakeholders

Demonstrate positive Key Results trends over at least 3 years

Set and meet relevant targets for Key Results

Understand how their Key Results compare to similar organisations and use this information to make improvements

Understand what has caused current Key Results to anticipate what they will be in the future

Break down Key Results and use this information to make improvements

Key Results are made up of Key Outcomes as well as your own Key Performance Indicators which help you predict what the Key Outcomes will be.

Key Outcomes - These are the key outcomes, both financial and non financial, which show how well you are meeting your strategy. They will tend to be fairly high level and often reported at Board or senior management level. Depending on the type of organisation you are, key outcomes may focus on:

Revenue, turnover and other income

Expenditure against budget

Profit, surplus and reserves

Market share and volume of products and services delivered

Key process outcomes

and any other factors which you know will influence your ability to meet the key elements of your strategy.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY

**Subject 9:
Key Results
Question B:**

What key performance indicators are in place?

Guidance

Key Performance Indicators - These are your own measures which you use regularly to monitor, understand and improve your key results performance. You also use these measures to predict their impact on future key outcomes performance. They should give you a clear picture of how well you are doing in delivering your business plans. Depending on the type of organisation you are, measures may be about :

Financial indicators such as cash flow, debtor days and maintenance costs

Project delivery (costs and deadlines)

Partner and supplier performance

Key process performance indicators

Technology performance

Number of innovations and improvements

and any other measures which you know will influence your key outcomes.

Insert commentary here / Attach chart files clearly marked to reply email

EVIDENCE [Remember to show the trends of your results, how they compare to targets and other organisations and how you break them down to improve]
NO MORE THAN SIX CHARTS PLEASE, EACH ONE SUPPORTED BY A COMMENTARY

