

**COER NEWS – August 2016**

*The Centre for Organisational Excellence Research is in three parts:*

**COER, Massey University** is the RESEARCH arm and administers doctoral research programmes in business excellence and benchmarking.

**BPIR.com Limited** is the KNOWLEDGE TRANSFER arm and provides the complete resource for benchmarks, best practices, and business excellence.

**COER Limited** is the CONSULTANCY arm and provides consultancy and training in business excellence and benchmarking (with certification in TRADE Best Practice Benchmarking) and organises the International Best Practice Competition.

**5<sup>th</sup> Global Benchmarking Award - 1<sup>st</sup> Call for Entries**

The 5<sup>th</sup> Global Benchmarking Award, <http://www.globalbenchmarkingaward.com>, provides recognition to organisations that have integrated benchmarking into their strategy and processes in order to continuously learn and innovate.

Previous winners have been Watson Real Estate (New Zealand) in 2012, Knowledge and Human Development Authority (United Arab Emirates) in 2013, OCBC Bank (Singapore) in 2014 and The Medical City, (Philippines) in 2015.

To enter please complete the [entry form](#) by **5.00pm, Friday 30 September 2016**.

Up-to five of the best applications will be invited to share their benchmarking approach in an 8 minute presentation at the **10<sup>th</sup> International Benchmarking Conference, Nanjing, Jiangsu, China to be held on 8<sup>th</sup> December 2016**. The presentations will be judged and winners and runners up will be recognised.

**The Global Benchmarking Network**, <http://globalbenchmarking.org>, organises the award. The GBN consists of a network of organisations from 22 countries that are the leading authorities on benchmarking within their country. **The GBN is looking for new members that wish to represent their country** – for information on membership please refer to <http://www.globalbenchmarking.org/become-a-member/>



**5<sup>th</sup> International Best Practice Competition**

Apologies for the delay in announcing the dates and venue of the 5<sup>th</sup> International Best Practice Competition. Negotiations are in process for staging the event in India in the first quarter of 2017 (there will be no competition in 2016).



To whet your appetite for this event previous winner presentations can be viewed from this link, <http://www.bestpracticecompetition.com/past-winners/>

## COER's workshops:

**Benchmarking for Excellence Workshop, 21/22 September 2016, Dubai.** To register contact, [salman@dgg.org](mailto:salman@dgg.org) or [click here](#).

**Benchmarking for Excellence Workshop, 29/30 September 2016, Singapore.** [Download a flyer](#) or email [registration@mgdelxis.com](mailto:registration@mgdelxis.com).

**Benchmarking for Business Excellence in the Public Sector, 5/7 December 2016, Manila, Philippines.** To register contact, Melanie Mercader, [mercaderm@dap.edu.ph](mailto:mercaderm@dap.edu.ph).

COER has delivered In-house Benchmarking Workshops in over 15 countries in the last two years. These practical workshops, over two or three days, are usually designed to help 4 to 6 project teams (up-to 20 people) to start improvement projects to identify and implement best practices. For further information email, [trade@coer.org.nz](mailto:trade@coer.org.nz).

## Benchmarking certification:

**Individuals and project teams that have been trained in TRADE Best Practice Benchmarking are encouraged to have their projects assessed and achieve higher levels of certification.**

Changes have recently been made to COER's Benchmarking Certification Scheme with a 7 star recognition system introduced. Whilst the certification process provides recognition it can also be used to obtain independent feedback on projects to make sure that they are delivering maximum value.



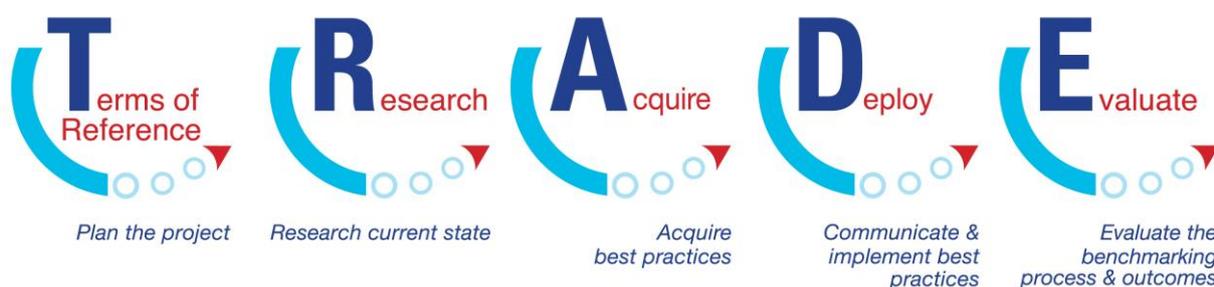
The three tiers of certification remain as "Trained", "Proficiency" and "Mastery" but now when projects are assessed a 7 star system is used as below

| Assessment grades   | Certificate awarded   |
|---------------------|---|
| 7 Stars ★★★★★★      | TRADE Benchmarking Proficiency Certificate <i>with Commendation</i> |
| 5 to 6 Stars ★★★★★★ | TRADE Benchmarking Proficiency Certificate <i>with Commendation</i> |
| 3 to 4 Stars ★★★    | TRADE Benchmarking Proficiency Certificate                          |
| 1 to 2 Stars ★★     | Incomplete  |

For further information and an Application Form refer to <http://www.coer.org.nz/apply/trade-best-practice-benchmarking#certification>

## Dubai We Learn - Knowledge Sharing and Innovation Initiative:

COER has been working with the Dubai Government Excellence Programme (DGEP) over the last year delivering the "Dubai We Learn - Knowledge Sharing and Innovation Initiative" for government entities in Dubai. The programme consists of a range of knowledge sharing and organisational learning activities designed to fast-track organisational improvement and stimulate innovation. COER's [TRADE Best Practice Benchmarking Methodology](#) and [BPIR.com](http://BPIR.com) are the key tools used to drive these changes.



A key part of this initiative has been the mentoring of 13 benchmarking projects. The projects began in October 2015 and a Closing Sharing Day will be held on 5 October 2016. At the Closing Sharing Day each team will give a presentation and submit a benchmarking report to share information on their project. This will include sharing the best practices identified, implemented and results. The projects will be reviewed by an expert panel and recognition will be given at TRADE Benchmarking Certification levels using the 7 star system.



Dubai Statistics were selected as having made most progress with their benchmarking project at the 3<sup>rd</sup> Progress Sharing Day held on 28 April, 2016 in Dubai. The photo shows the Dubai Statistics Project Team with Dr Ahmad Al Nuseirat, Coordinator-General, DGEP, Dr Zeyad Mohammad El Kahlout, Quality and Excellence Advisor, DGEP and Hazza Khalfan Alneaimi, Senior Manager DGEP.

Information on the 13 projects is presented below:

| Government Entity   | Project title   | Aim of the project  |
|---|---|---|
| Dubai Corporation for Ambulance Services                    | Development of Emirati Paramedic's Leaders                            | To identify and implement best practices in Paramedic training and practices to reduce patient mortality/morbidity rates, increase recovery rates, and reduce the reliance on hospital intervention by 2020.  |
| Dubai Courts  | Personal Status Smart Certifications Services                         | To transform Personal Status Certification issuing services (such as civil transactions like marriage and divorce) from traditional counter services to smart services (providing an integrated technology based solution) whilst achieving superior levels of customer satisfaction.   |
| Dubai Culture   | Developing National Human Resources for Museums                       | To provide the growing sector of museums in Dubai, with professional human resources in the different fields of museology and to improve the current performance of National human resources to world class standards.  |
| Dubai Electricity & Water Authority                         | Shams Dubai Initiative - Increasing customer awareness and engagement | To increase customer awareness and engagement with Shams Dubai initiative, improve marketing efforts, build effective conversations, create brand advocates and increase Dubai based customer uptake of solar projects.   |
| Dubai Land Department                                       | Towards Happy employees   | To identify and implement best practices that result in world-class employee happiness levels with a particular emphasis in reducing employee turnover and increasing employee engagement.  |
| Dubai Municipality  | Improving Purchase Procedures and Channels                            | To identify and implement best practices in purchasing to increase purchase requisitions processed within a target of 20 days from 74% to 85% with an emphasis on increasing "bids awarded in time".  |
| Dubai Police  | Integrated Knowledge Management                                       | To move the concept of Knowledge-dissemination into a constant and comprehensive practice according to clearly defined metrics.   |
| Dubai Statistics Center (DSC)                               | Innovative Statistics   | To identify best practices in Innovation to enable DSC to develop and implement a strategy for innovation to improve its process and services.  |
| General Directorate of Residency & Foreigners Affairs Dubai | Developing a World-Class Customer Service Design Process              | To develop and pilot a world-class customer service design process that is rapid, inclusive of all stakeholder needs, and delivers customer delight. <i>(The customer service design process is required for services such as issuing/renewing Visas, Passports, Residencies; monitoring and reaching departing travellers)</i> |
| Knowledge & Human Development Authority                     | People Happiness  | To identify and implement best practices related to people happiness to increase their happiness, work-life balance and well-being. <i>(KHDA are currently in the top 15% of organisations for employee happiness based on an independent international measure)</i>  |
| Mohamed Bin Rashid Enterprise for Housing                   | Improving Customer Experience   | To reduce the number of service counter visits by customers at MRHE by providing attractive alternative methods to serve customers (such as through Smart Applications, Smart Channels) and reducing the need for repeat visits.  |
| Public Prosecution  | Judicial Knowledge Management   | To identify and implement best practices in the transfer of Judicial Knowledge to all prosecutors, relevant staff and stakeholders.   |
| Road and Transport Authority                                | RTA's Knowledge Repository Gateway                                    | To identify and implement best practices in Knowledge Management and how to encourage knowledge sharing among related stakeholders; employees, partners in addition to vendors and suppliers that will enhance /enrich the organization memory and learning process.  |

## Government Excellence Class in the Philippines:

COER has been working closely with the [Development Academy of the Philippines](#) (DAP) in designing and implementing a Government Excellence Class (GEC) programme that will ultimately enable public sector organisations to reach world-class status as assessed against the Baldrige Criteria for Performance Excellence – the model used for the Philippines Quality Award.



The GEC programme will provide the building blocks to help the public sector on its journey towards excellence. A core element of the programme is the provision of a GEC Self-assessment Tool that assists public sector organisations to assess their systems and performance, and develop appropriate actions. There are over 10,000 public sector organisations in the Philippines and it is the intention to have the majority of these participate in the GEC programme. Organisations that achieve a specified level of excellence and have clear improvement plans will be awarded GEC status. To date over 20 government agencies have undertaken a GEC self-assessment and are preparing to have their scores and improvement plans validated by DAP.

The recent Government Excellence Class Regional Forum held in Tagaytay on 20 May 2016 was a great success. This was attended by over 60 public sector organisations and approximately 100 public sector officers. The photo shows Magdalena L. Mendoza, Senior Vice President, DAP, giving the opening speech. This was then followed by presentations by Thess Agustin and Ceazar Valerei Navarro of DAP and Dr Robin Mann, COER, explaining the program.

One exciting initiative that supports the GEC Programme is the Philippine's Government Best Practice Competition. This event provides a gateway to the International Best Practice Competition and is run in a similar manner with applicants submitting a short application form and delivering an 8 minute presentation on their best practice. This event along with 5th National Forum on Business Excellence for the Public Sector will be held at the end of November 2016.

Further information on the GEC programme can be obtained from Thess Agustin, Director, Productivity and Quality Training Office, Productivity and Development Center, DAP, [thessaurus\\_dap@yahoo.com](mailto:thessaurus_dap@yahoo.com).

## PhD Research Opportunities:

If you would like to pursue a PhD in Benchmarking, Business Excellence or Best Practices at COER [click here](#). From following this link you will find useful information on PhD topics and how to apply.

## COER's research projects:

- **Informal Benchmarking. What is it and how can it be done effectively?**



This research by Alan Samuel is the first empirically-evidenced investigation of informal benchmarking. Formal benchmarking is project-oriented, structured and based on a methodology to improve work practices. Informal benchmarking, on the other hand, seeks to achieve similar results through informal means, and the use of day-to-day tools and activities. Results are obtained from a global survey with responses from 14 countries and in-depth interviews from 7 countries. The findings have enabled a conceptual model of informal benchmarking to be developed that includes the identification of the most effective and popular of 82 informal benchmarking tools and activities. From a practical point of view, business practitioners seeking an alternative and efficient solution to superior performance in a time-scarce executive world, are offered a roadmap to implement a sustainable organisation-wide approach to informal benchmarking.

Alan has recently completed his PhD and will now be working for COER providing services in Informal Benchmarking and supporting COER's other initiatives. Alan can be contacted at [alansamuelnow@gmail.com](mailto:alansamuelnow@gmail.com)

- **Use of Benchmarking in Schools and School Systems.**



This research by Rubab Malik is examining the contribution of benchmarking to the performance of schools and school systems. Through initial research, it became apparent that schools and school systems have been using benchmarking for many years without necessarily recognizing the approaches as benchmarking. In the first phase of the research, a review of documents and other literature was done to study the use of benchmarking by schools and school systems. This resulted in the identification of benchmarking techniques. In the second phase, questionnaires were developed based on these techniques. These questionnaires aimed to identify the use of benchmarking in schools and school systems and measure their extent of use and impact on performance. Questionnaires were designed for school systems (stage 1) and schools (stage 2). In stage 1, the participants included 20 school systems around the world including Finland, Estonia, Poland, Spain, Dubai, Czech Republic, Portugal, Iceland, Sri Lanka, Norway, Iredell-Statesville Schools (USA), Chugach School District (USA), Vietnam, Sweden, Serbia, Indonesia and Belgium. For stage 2, 183 schools from participating school systems submitted responses. In the third phase of research, effective benchmarking techniques used by schools and school systems were explored in greater detail through interviews. The interviews have provided rich, contextual data on the use and effectiveness of benchmarking techniques. This is a unique study, as no other research has investigated in depth the contribution of benchmarking to the performance of schools and school systems. This research, which will be completed next year, will be beneficial for schools, school systems, educationalists and benchmarking experts. For more information contact Rubab Malik, [rubabmalik@gmail.com](mailto:rubabmalik@gmail.com).

- In 2015, COER started a major project called "[Excellence Without Borders](#)" investigating the "design, deployment and impact of National/Regional/Sectoral Business Excellence (BE) programs". Unfortunately this project had to be postponed. The good news is that we plan to re-ignite this project in early 2017 when a new researcher will be assigned to this project.
- COER recently completed a guidebook for the Asian Productivity Organisation (APO) titled "Business Excellence Models and Awards for the Public Sector". This guidebook will be published in the next few months on the APO's website. In the meantime if you would like a pre-publication version of the guidebook please email Dr Robin Mann, [r.s.mann@massey.ac.nz](mailto:r.s.mann@massey.ac.nz).

### Read the BPIR.com's latest best practice report:



**Best Practice Report: Employee Suggestion Schemes** - People are the only source of creativity, innovation and improvement, so harnessing their talents is vital to an organisation's success and growth. A well-designed suggestion scheme can save money, and improve and streamline processes. A suggestion scheme can also help improve the working environment within an organisation. It can create a platform through which employees might be given the recognition and rewards they deserve. [read more](#)

### The latest news posted on our BPIR.com best practice resource is shown below, enjoy!

- The 3 major ways used to categorize waste by influential Japanese gurus....[read more](#)
- A bold vision for community health: Use framework to align resources, improvements....[read more](#)
- The Organizational Profile: Most valuable preface ever written?....[read more](#)
- A pillar of the Baldrige community....[read more](#)
- The Baldrige hockey puck....[read more](#)
- Quick ways to find your peace at the office....[read more](#)
- Stay out of the performance grey zone....[read more](#)
- Why Employees hide their knowledge and How to encourage sharing....[read more](#)

## BPIR.com - Looking to make a bigger impact:

- BPIR.com continues to lead the way in sharing best practices and improvement tools. It now includes over 150 best practice videos, over 80 self-assessment tools and full information on the TRADE Best Practice Benchmarking methodology (Training Manual, TRADE Spreadsheets/Resources) *in addition to an extensive collection of 1,000's of best practice case studies linked to the categories/items of business excellence models.* [For information on joining click here.](#)
- We are looking for Investment Partners to take the BPIR.com to the next level. If you can invest your time or money into the BPIR.com and are interested in becoming a part-owner we would be interested in hearing from you.

## Other events:

- [Fundamentals of Business Analysis](#), Ottawa - Canada, 15 - 16 Sept., Organiser: Excellence Canada
- [28<sup>th</sup> Qimpro Convention – Over 100 Projects](#), Mumbai – India, 20 – 21 Oct., Organiser: Qimpro
- [EFQM Assessor Training](#), Dubai - UAE, 31 Oct - 3 Nov., Organiser: Dubai Quality Group (DQG).
- [APOO Conference 2016](#), Rotorua - New Zealand, 20 - 23 Nov., Organiser: Asia Pacific Quality Organization.

At the [Asian Pacific Quality Organisation conference](#) in New Zealand, 20-23 November a number of COER staff and associates will be presenting including Dr Robin Mann (COER), Alan Samuel (COER), Rubab Malik (COER), Professor Nigel Grigg (Massey University), Nicky Campbell-Allen (Massey University), Nihal Jayamaha (Massey University), Michael Voss (Pyxis) and Jorge Roman (Business Excellence Chile). This conference is developing into a fabulous occasion and is set in a landscape that is hard to beat anywhere in the world – [Rotorua](#).

## Recent COER photos:



Dr Robin Mann, COER, Harnek Singh, ST Engineering, and Arndt Husar, UNDP Global Centre for Public Service Excellence, were the technical experts at the APO's training course on business excellence for the public sector, 23-27 May 2016 in Fiji (photo left), and Dr Robin Mann, COER, George Wong, Hoclink, and Cynthia Payne, SummitCare, were the technical experts at the APO's training course on Business Excellence for the Service Industry, 12-14 July 2016 in Seoul, South Korea (photo right).



Happy trainees at the TRADE Benchmarking Training for the Public Sector, Manila, Philippines, 16-18 May, 2016.



TRADE Benchmarking Training, Singapore, 14-15 April, 2016



TRADE Benchmarking Training at Iran Railways where a number of benchmarking projects were started as part of a major transformation program. Dr Jafur Mahmoodi, in the centre, is leading the program, over 30 people were trained, Tehran, 30 April – 2 May, 2016.



TRADE Benchmarking Training (in Arabic) for the Dubai Government. Ahmed Abbas of COER, in the centre, delivered the course, 26-28 April, 2016.



Dr Robin Mann speaking at the Dubai Global Convention, Dubai, 20 April, 2016. The Institute of Directors is led by Lt. Gen J.S Ahluwalia (photo on the right) and has its headquarters in India. The Institute organises the Golden Peacock Awards based on the Baldrige Criteria for Performance Excellence.

Keep up to date with all events and developments in the best practice and business excellence field and subscribe to our monthly BPIR Best Practices Newsletter – it is free... [sign up here](#).

Dr Robin Mann is a member of [ASQ's Organisational Excellence Technical Committee](#). This group has a very active Linked-in community of over 1000 members discussing organisational excellence. [Click here](#) to become a member of the Organisational Excellence community.

Best regards

Robin <https://www.linkedin.com/in/drrobinmann>

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