

CANADIAN FRAMEWORK FOR BUSINESS EXCELLENCE – OVERVIEW DOCUMENT

Full Framework including all criteria points are available as part of the Canada Awards for Excellence Application Package available at: www.nqi.ca/nqistore/product_details.aspx?ID=117

ABOUT THE FRAMEWORK

Researching the approaches and practices of successful companies is part of the on-going work of the National Quality Institute. The Institute reviews models for excellence around the globe, and has on-going dialogue with professionals and leaders from numerous Canadian companies to ensure that the work of the Institute continues to meet the needs of business.

The *Canadian Framework for Business Excellence* (see diagram) is used by numerous organizations as a management model for organizational excellence and also as the basis for adjudication of the *Canada Awards for Excellence* and many regional recognition programs. The *Canadian Framework*, based on *Principles for Excellence*, is a comprehensive set of criteria for achieving positive business results.

The National Quality Institute is working to help companies understand and apply a focus on excellence, through the adoption of the *Canadian Framework for Business Excellence*. The use of this approach will help you to reduce rework, waste and costs while improving productivity and competitiveness. By employing the *Canadian Framework for Business Excellence* as a framework for effectiveness and business results, you and your organization can become more effective and more profitable.

We promote awareness and education on the *Canadian Framework for Business Excellence* through the provision of products and services. Based on the *Canadian Framework*, we deliver a highly popular seminar (<http://www.nqi.ca/Courses/public.aspx>) on the intent of the *Canadian Framework* as well as other workshops to help organization move forward on Excellence.

For more information about the Institute, our services and products, or on the *Canada Awards for Excellence* program, please contact us at:

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PRINCIPLES FOR BUSINESS EXCELLENCE

These Framework Principles form the foundation for long-term improvement and excellence and permeate the Canadian Framework for Business Excellence.

LEADERSHIP THROUGH INVOLVEMENT

Developing an approach to excellence involves a transformation in management thinking and behaviour, at all levels. This can only be achieved by the active involvement of senior management in establishing unity of purpose and direction and to facilitate, reinforce, communicate and support the changes necessary for improvement.

PRIMARY FOCUS ON STAKEHOLDERS/CUSTOMERS AND THE MARKET PLACE

In order to achieve its goals, the primary aim of everyone in the organization must be to fully understand, meet and strive to exceed the needs of customers.

COOPERATION AND TEAMWORK

Teamwork is nurtured and recognized within and between organizations as a cornerstone for the development of win-win relationships.

PREVENTION BASED PROCESS MANAGEMENT

An organization is a network of interdependent value-adding processes, and improvement is achieved through understanding and changing these processes to improve the total system. To facilitate long-term improvements, a mindset of prevention as against correction must be applied to eliminate the root causes of errors and waste.

FACTUAL APPROACH TO DECISION MAKING

Decisions are made based upon measured data, internal and external comparisons and understanding of the cause and effect mechanisms at work, not simply on the basis of instinct, authority or anecdotal data.

CONTINUOUS LEARNING AND PEOPLE INVOLVEMENT

At all levels of the organization, everyone must be given the opportunity to develop their full potential and to use their creativity and make a positive contribution to the organization's pursuit of excellence.

FOCUS ON CONTINUOUS IMPROVEMENT AND BREAKTHROUGH THINKING

A focus on continuous improvement is the cornerstone for breakthrough thinking and innovation. No matter how much improvement has been accomplished, there are always practical and innovative ways of doing even better, and of providing improved service or products to the customer.

FULFIL OBLIGATIONS TO ALL STAKEHOLDERS AND SOCIETY

An organization is seen as part of society, with important responsibilities to satisfy the expectations of its people, customers, partners, owners and other stakeholders including exemplary concern for responsibility to society.

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CRITERIA OVERVIEW

Sub section descriptions available on Full Version http://www.nqi.ca/nqistore/product_details.aspx?ID=58



SECTION ONE - LEADERSHIP

This section focuses on creating the culture, values and overall direction for lasting success.

SECTION TWO - PLANNING

This section examines business planning (which incorporates improvement plans), the linkage of planning to strategic direction/intent, the implementation and the measurement of performance to assess progress.

SECTION THREE –CUSTOMER FOCUS

This section examines the organization's focus on the customer and the marketplace and on the achievement of customer satisfaction and loyalty.

SECTION FOUR – PEOPLE FOCUS

This section examines how people are encouraged, enabled, and involved to contribute to the achievement of the organization's goals, while reaching their full potential.

SECTION FIVE - PROCESS MANAGEMENT

This section examines how processes are managed to support the organization's strategic direction, with a specific focus on prevention (as against correction), as well as continuous improvement. Process management applies to all activities within the organization, in particular those that are critical (key) for success. Process improvement priorities are derived from goals established within other sections, notably Section Two (Planning) and Section Three (Customer Focus).

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SECTION SIX – SUPPLIER/PARTNER FOCUS

This section examines the organization's external relationships with other organizations, institutions and/or alliances that are critical to it meeting its strategic objectives. Such working relationships may include suppliers, partnerships, distributors/dealers, joint ventures, insourcing/outsourcing, regulatory bodies and franchises. Suppliers can be external or internal (i.e. units of the parent organization that provides goods/services).

SECTION SEVEN – OVERALL BUSINESS PERFORMANCE

This section examines the outcomes from overall organizational achievements.

ABOUT NQI

Vision

To be a global leader in promoting and building organizational excellence

Mission Statements

Canada Awards for Excellence Mission Statement

To inspire organizations by promoting excellence and showcasing their success as role models in an interdependent global economy that benefits all Canadians

National Quality Institute (NQI) Mission Statement

Helping organizations to continuously improve performance and results by providing innovative national criteria, progressive implementation programs, services and certification

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