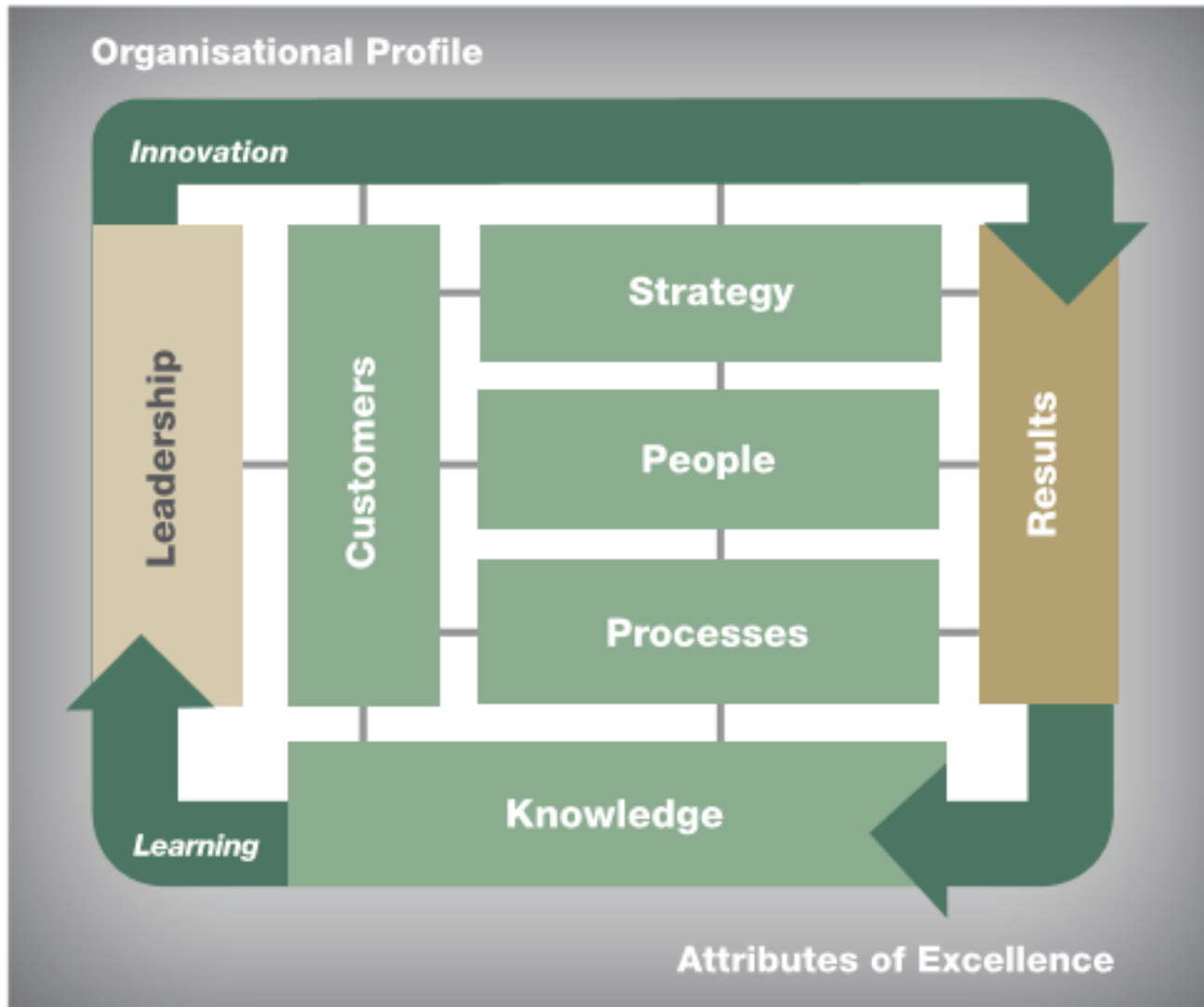


KM in Frameworks and Standards

Business Excellence (BE)
Framework (SPRING)

What is the BE Framework



SCORING GUIDE

CATEGORY	SUB-CATEGORY (NUMBER OF REQUIREMENTS)	POINT VALUE	TOTAL POINTS
1. Leadership	1.1 Senior Leadership (3)	50	120
	1.2 Organisational Culture (3)	40	
	1.3 Corporate Governance and Social Responsibility (2)	30	
2. Customers	2.1 Customer Requirements (2)	40	110
	2.2 Customer Experience (4)	40	
	2.3 Customer Satisfaction (3)	30	
3. Strategy	3.1 Strategy Development (3)	35	70
	3.2 Strategy Implementation (3)	35	
4. People	4.1 Human Resource Planning (2)	30	90
	4.2 Employee Learning and Development (2)	20	
	4.3 Employee Engagement and Well-being (3)	20	
	4.4 Employee Performance and Recognition (3)	20	
5. Processes	5.1 Innovation Capabilities (2)	30	90
	5.2 Process Management (3)	30	
	5.3 Supplier and Partner Management (2)	30	
6. Knowledge	6.1 Knowledge Management (2)	35	70
	6.2 Analytics for Performance Management (2)	35	
7. Results	7.1 Customer Results (2)	110	450
	7.2 Financial and Market Results (2)	120	
	7.3 People Results (3)	110	
	7.4 Operational Results (3)	110	

Key Characteristics of each Criteria

- **Not prescriptive**

“... They do not describe how an organisation is to be managed or organised. Instead, the focus is on outcomes derived by adopting appropriate methods, tools or techniques...”

- **Criteria are comprehensive**

“... address all internal and external requirements of an organisation, including how all processes are managed ...”

- **Emphasises learning cycles**

“... encourage learning and improvement cycles in all parts of an organisation.”

- **Emphasises alignment**

“... achieved through understanding the cause-effect linkages among the criteria, and connecting strategies and measures that reinforce overall organisational goals”

- **Criteria supports goal based diagnosis**

“...The criteria are a set of performance oriented requirements and the scoring guidelines spell out the dimensions (approach, deployment and results)”

6. KNOWLEDGE (70 points)

The Knowledge category focuses on how the organisation harnesses information for learning, planning and decision-making, which includes competitive analysis and benchmarking. This helps the organisation to determine performance and drive improvement and innovation for superior performance

Excellence Indicators

- Relevant information is selected and used to support planning, decision-making, and track performance relative to the strategic goals
- There is an effective approach for collecting and managing information (e.g. business development and financial growth) for strategy development and performance improvement
- There are systems to capture information and knowledge, which are shared with stakeholders and are used for organisational learning and value creation
- There are robust systems to ensure the accuracy, reliability and accessibility of information
- There is a systematic process to analyse comparative data and information to drive performance improvement
- Information and knowledge used for performance measurement and planning cover all result areas including customer results, financial and market results, people results and operational results
- Competitive analysis and benchmarking of best practices are used to set "stretch" goals and drive superior performance

6.1 Knowledge Management (35 points)

How knowledge is generated from information collected, and used to create value for the organisation

Describe how the organisation:

- a. Collects and manages information for strategy development, decision-making and organisational learning
- b. Ensures the accuracy, reliability and accessibility of information

Interpretation notes

N1. An organisation may collect information and generate knowledge through various ways, including research, market analysis, employee contributions and incorporation of customer and supplier knowledge

6.2 Analytics for Performance Management (35 points)

How the organisation leverages on analytics for decision-making, performance management, organisational learning and improvement

Describe how the organisation:

- a. Leverages on information and knowledge to create value
- b. Conducts competitive analysis and benchmarking to improve performance

Interpretation notes

N1. Analytics may include performance trend analysis, projections, comparisons, root cause analysis and cause-effect correlations

N2. The knowledge generated should help the organisation assess the financial viability and potential benefits or gains from its initiatives in relation to associated risks

Board's KM Vision

“Living Knowledge”

Knowledge only comes alive in people, and knowledge management is about **supporting people in their work.**

“Shared Wisdom”

As an organization we only become smart when our people **share their knowledge.**

“Fulfilling Careers”

Knowledge management contributes to **building our people's potential** as well as building the board's future

“Delighted Customers”

Knowledge Management helps us serve our customers, partners and stakeholders with ever **greater efficiency and effectiveness.**

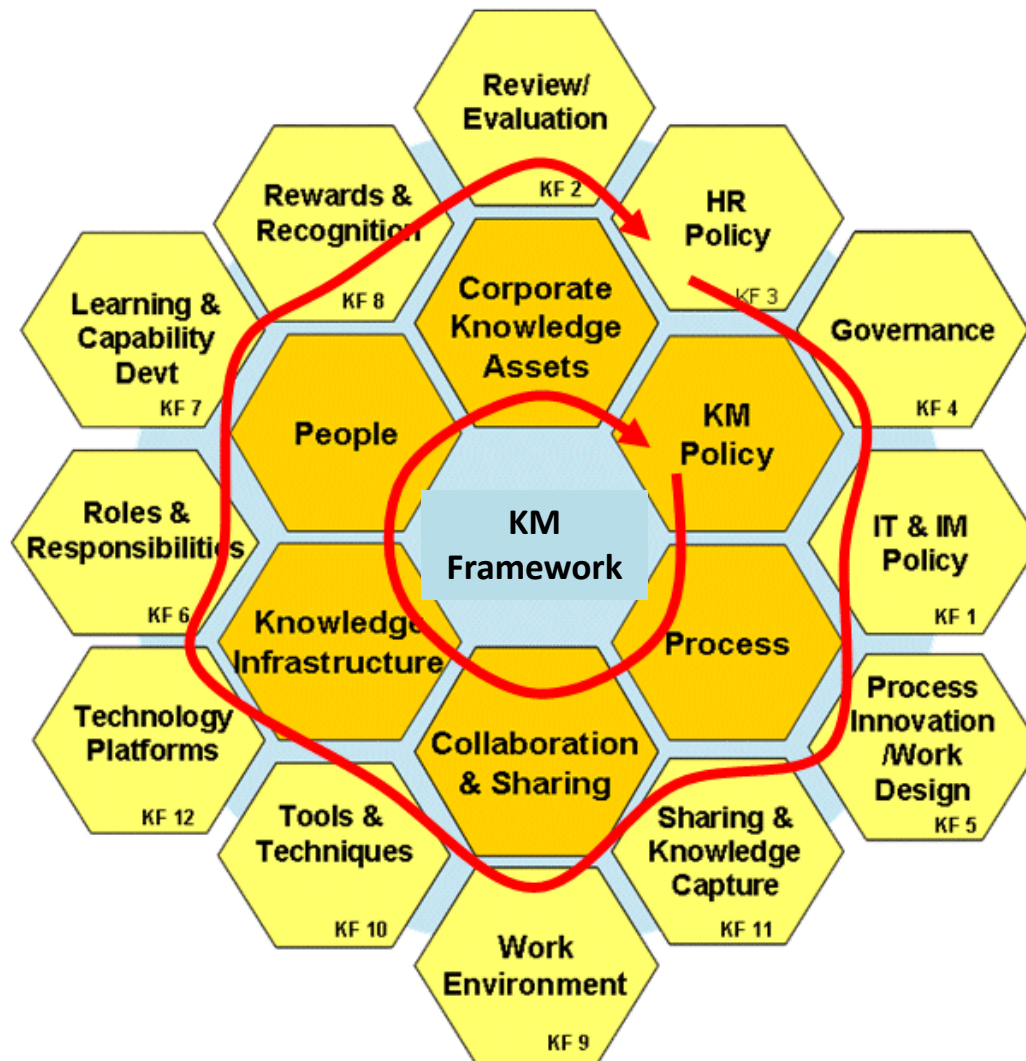


The Board's Knowledge Management strategy

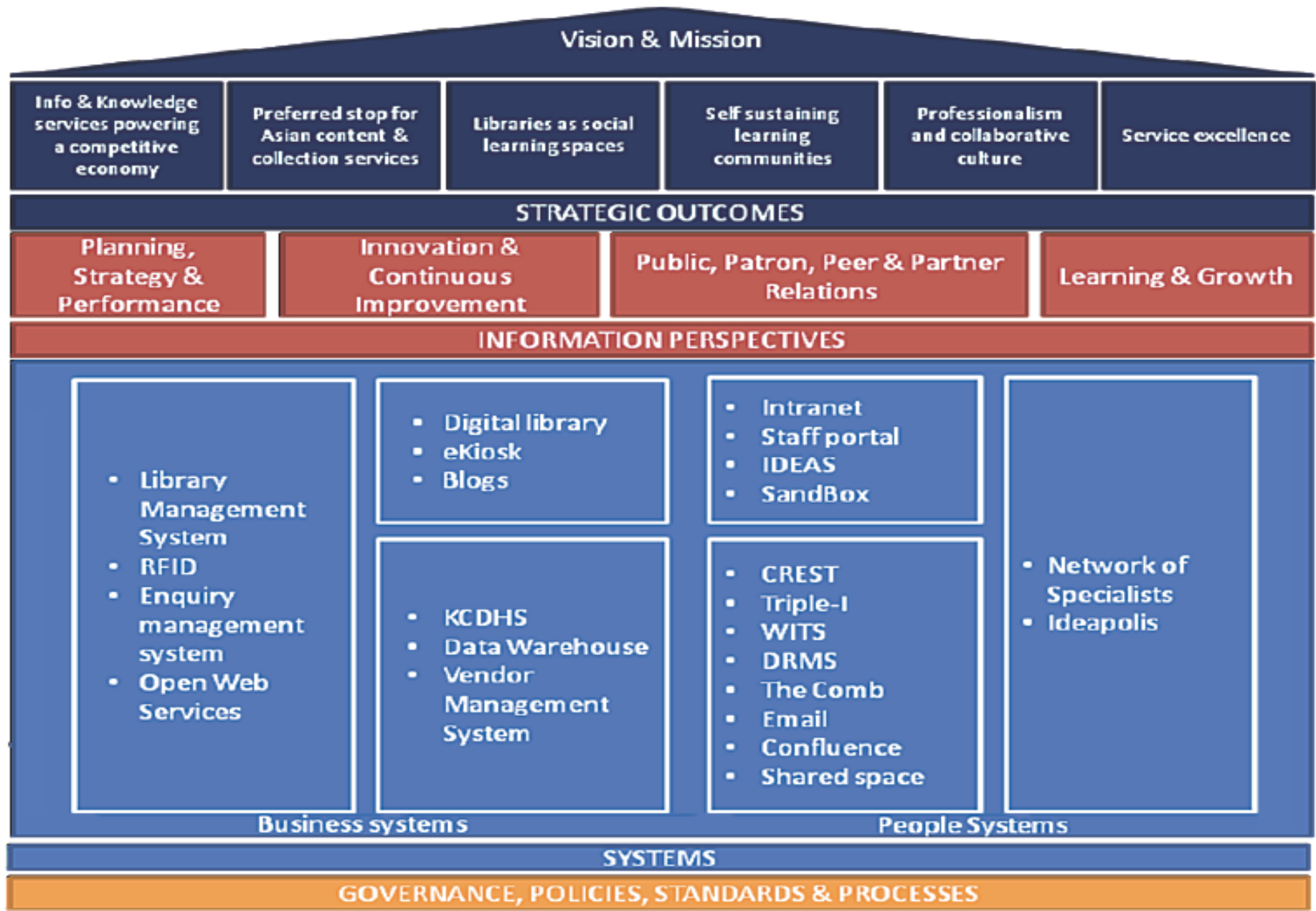
Leverage on KM to deliver on our organisational strategy through:

- **Learning from best practices and acquiring the skill to redevelop fundamental processes for content development, IT infrastructure development, customer facing services and environment, impact measurement**
- **Identifying and acquiring or developing the skills required**
- **Taking an enterprise wide approach to managing knowledge and information about customers, partners and stakeholders**
- **Fostering cross organisation collaboration and learning networks and communities**

Board's KM Framework



Board's Information Management Framework

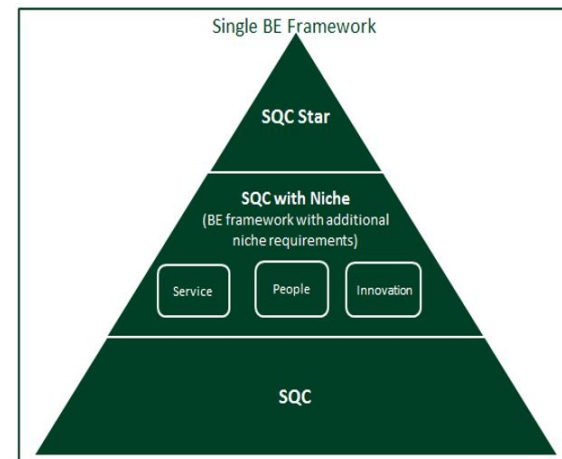


Excellence Indicators (People / Service / Innovation)

- HR data on various aspects of performance are integrated into a few key indicators (e.g. a balanced scorecard) to track overall performance
- Relevant information is selected and used to support planning, decision-making and track performance relative to the strategic goals
- There is an effective approach for collecting and managing information (e.g. business development and financial growth) for strategy development and performance improvements
- There are systems to capture information and knowledge, which are shared with stakeholders and are used for organisational learning, growth and value creation
- The organisation benchmarks its HR plans and policies against other organisations and learns best practices to drive improvements
- Information and knowledge used for performance measurement and planning cover all result areas including customer results, financial and market results, people results and operational result

Repositioning of BE Framework

- Prior to first quarter 2017
 - Main BE Framework
 - Three niche Frameworks (People, Innovation and Service)
- Effective for certification applications from **first quarter 2017**
 - One single BE Framework
 - All organisations have to pursue Singapore Quality Class (SQC) as foundation
 - ...before they can then pursue niche capabilities (focusing on People, Innovation, Service)
 - And then move on to SQC Star
- BE Awards are still as they were
 - SQA
 - Service Excellence Award
 - People Excellence Award
 - Innovation Excellence Award
 - SQA (with Special Commendation)



Thank you

Milkk Consulting Pte Ltd
460 Alexandra Road
#26-03 PSA Building
Singapore 119963
T +65 6809 3238
www.milkkconsulting.com