

2006/07 Forest and Range Evaluation Program
Quality Management Work Plan
and
Implementation of the
National Quality Institute Progressive Excellence Program



August 16, 2006

FREP Quality Management Team

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1. Introduction and background

This quality management work plan lays out the project plan for 2006 fiscal year ending March 31, 2007. For the fiscal year, the FREP quality management will focus on the implementation of the Progressive Excellence Program (PEP) from the National Quality Institute (NQI).¹ The implementation of levels 1 and 2 of PEP is planned for this fiscal year; implementation of levels 3 and 4 is planned for the next 3 years. The work plan includes planning for quality assurance, quality control, data quality, and monitoring on the progress and completion of this work plan.²

2. FREP and PEP Level 1 implementation

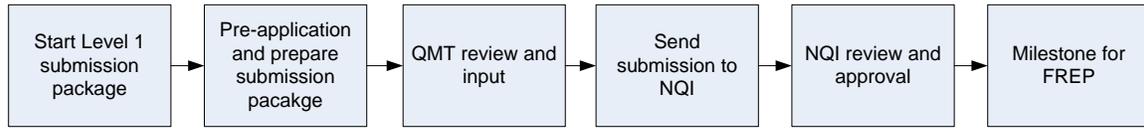
Level 1 of PEP is a starting point for FREP's quality management certification. Level 1 includes four criteria for which FREP can provide a method, a plan, or a completed project to satisfy. The right-hand column lists what FREP and RSM have done to date to meet the level 1 criteria.

| PEP criteria from NQI | FREP and RSM |
|---|--|
| PEP Level 1 | |
| A method to develop a mission and mandate statement, and to communicate such information to all levels in the organization | <ul style="list-style-type: none"> • FREP mission, a clearly defined objective/purpose statements (the FREP framework, communication plan, and charter) • They are posted on our website and in various publications |
| A method to define clients/stakeholders and/or client groups | <ul style="list-style-type: none"> • Website feedback • FREP questionnaires • Annual CI workshop/debriefing • Communication plan (operational) • Public Affair Bureau FREP communication plan |
| A training plan and program for the organization, covering management principles and practices, as reflected in the NQI Criteria | <ul style="list-style-type: none"> • Employee Development and Performance Plan • Quality-related training for all program staff • Resource Stewardship Monitoring training that includes program overview and components |
| An internal and/or external assessment against NQI Criteria, either in a pilot project or across the organization, to assist in the process of establishing priorities on improvement and moving forward. | <ul style="list-style-type: none"> • An internal assessment against NQI criteria for FREP • Forest Practices Board assessment (external) • Stakeholders assessment and surveys (i.e., strategic sessions survey, training survey, field season survey, and workshop survey) |

¹ See www.nqi.ca

² This work plan is for internal use. The primary user group is the FREP Quality Management Team.

Process map for level 1 implementation



The process map lays out the sequence of each work package to achieve level 1 certification. Each work package is further described by the person who is responsible for the package, the start and end date, and the specific action required. After joining the NQI membership, the FREP Quality Management Team (QMT) will start the level 1 application/submission package. Once the package is ready for review, the entire QMT will review and provide input to the package. On September 7, the application package will be mailed to NQI for approval. The approval process takes about two weeks.

Process map and work package for level 1

| Work package | Responsibility | Start date | Finish date | Action required |
|--|--------------------------|------------|-------------|--|
| Start submission package | Thomas Chen | July 26 | July 27 | Consult with NQI with submission preparation |
| Pre-application and prepare submission package | Thomas Chen | July 27 | Aug 1 | Produce draft copy of the submission |
| QMT review and input | FREP QMT and Thomas Chen | Aug 1 | Aug 21 | Review and provide input to the submission |
| Send submission to NQI | Thomas Chen | Aug 31 | Aug 31 | Mail the submission |
| NQI review and approve submission | NQI | Sept 8 | Sept 18 | NQI to review the completeness of the submission and send to John Perry for approval |
| Milestone for FREP | FREP team and QMT | Sept 22 | | Celebration |

3. FREP and PEP Level 2 implementation

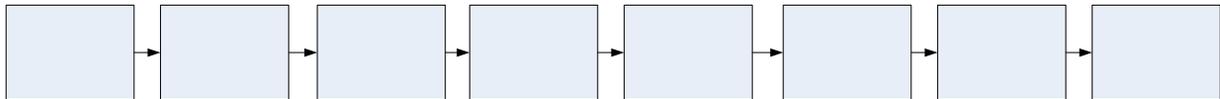
Level 2 certification consists of criteria derived from the NQI quality management principles (Principles for Excellence). The principles are Leadership, Planning, Citizen/Client Focus, People Focus, Process Management, and Supplier/Partner Focus. The Level 2 criteria are shown below:

| PEP criteria from NQI | FREP and RSM |
|--|---|
| PEP Level 2 | |
| <i>Leadership</i> | |
| A method to develop and communicate (across the organization) key success factors and priorities linked to strategic direction, and a strategic plan to achieve the mission and mandate | <ul style="list-style-type: none"> • Continuous Improvement workshop • FREP Working Group meeting • Communicate: FREP website and newsletter, listserv e-mail, RSM Q&A conference call • Strategic planning session planned in Oct, but have framework and charter in place |
| A method to monitor and review strategic planning | <ul style="list-style-type: none"> • Continuous Improvement workshop • Regular FREWG meeting • Ongoing surveys • Debriefing with JMC, C. For, PAC, ODMT, Forest Stewardship Division Management Team at least once a year • Annual Resource Value Team leaders meeting • Annual contractor/supplier meetings • FREP will develop a plan for external assessment in 2007/08 |
| <i>Planning</i> | |
| A method to identify, prioritize, and measure key improvement issues and improvement goals set, including any actions regarding external partnering arrangements for the delivery of client services | <ul style="list-style-type: none"> • QCP 5 – FREP Quality indicators • Other quality control protocols – QA site visit, data entry, data validation, data cleaning, data analysis, peer review, review standards. • Surveys and assessments • FREP questions and processes updated annually • Action with external partner (contractors and consultants): Training, technical writing, publication, marketing and promotion, website |
| A method to monitor and review improvement goals established, and to communicate plans inside and outside the organization | <ul style="list-style-type: none"> • Monitor and review: QCP 5 • Surveys and assessment (i.e., Forest Practices Board) • Communication plans |
| A method to define and specify indicators used, or planned for use, to measure performance against goals and objectives established | <ul style="list-style-type: none"> • Internal Performance Measure • Corporate Performance Measure • QCP 5 |
| <i>Citizen/Client Focus</i> | |
| A method to gather, analyze, and evaluate client/stakeholder needs, including | <ul style="list-style-type: none"> • Gather, analyze, evaluate: overall client satisfaction survey, training, post-field |

| | |
|--|--|
| evaluation of potential partnering and/or third party service delivery arrangements | <ul style="list-style-type: none"> season surveys FREP questions RSM Q&A conference calls CI workshop FREP presentations (refer to communication plan) Evaluation of potential: Request for Proposal, tender, consultation, training |
| A method to gather and use information on future needs of current and potential clients | <ul style="list-style-type: none"> Survey and questionnaires FREP questions PAC On going stakeholder feedback Treasury Board request and pre-analysis |
| People Focus | |
| A human resource plan to support the organization's goals and objectives | <ul style="list-style-type: none"> EPDP Ministry Road Ahead and succession planning New job postings in FREP |
| A method to recruit, select and manage the performance of people, and steps taken to minimize any detrimental effects of restructuring | <ul style="list-style-type: none"> Internal Performance Measures EPDP Road Ahead and succession planning |
| A method to ensure that people, at all levels, understand the strategic direction and the improvement plan, and are committed to achieving its goals and purpose | <ul style="list-style-type: none"> Section, branch, division meeting Ministry intranet Deputy Minister memo and e-mail note FREP website, newsletter, and presentations Communication plan |
| A method to encourage people to be involved in planned improvement initiatives | <ul style="list-style-type: none"> Brainstorm, facilitated meeting and discussion, open space – CI workshop Surveys Membership in FREP Quality Management Team CI session with individual project team (i.e., FREP IMS working group, QMT) |
| A method to encourage people to put forward suggestions and ideas on improvement, and to be innovative and take risks to achieve goals | <ul style="list-style-type: none"> Culture of open communication Premier's Award Surveys and online feedback Chief Forester's Award |
| Process Management | |
| A method to design and document key processes, capable of delivering services and/or products that meet client needs | <ul style="list-style-type: none"> Process mapping and quality control protocols – standard operating procedures FREP Strategy document FREP framework and business maps |
| A method to monitor key processes to ensure consistency in service and/or products provided | <ul style="list-style-type: none"> Process mapping and protocols (field, site selection, quality control) Surveys to solicit on going feedbacks from staff (see communication plan) |
| A method to analyze, identify root cause, and take action on process problems to prevent recurrence | <ul style="list-style-type: none"> Root cause analysis, QA site visit, affinity diagram, Pareto chart and analysis Indicators to help identify causal factors CI culture through out FREP |
| Supplier/Partner Focus | |

| | |
|---|--|
| A method to select capable suppliers/service providers through the use of appropriate information and criteria | <ul style="list-style-type: none"> • BC Government bidding, tender, and soliciting process • Communication plan and annual debriefing with contractors and suppliers • Award for contractors and suppliers |
| A method to establish and maintain co-operative working relationships with key suppliers/service providers, and encourage innovation to assure and improve the quality of services and/or products provided | <ul style="list-style-type: none"> • Service and participation feedback, survey, and questionnaires. • Consultation process to include inputs from suppliers and service providers (contractors) • Involve contractor and supplier work plan and project management together • Contract management: Vendor Relationship Management |

Process map for level 2 implementation



An internal assessment of FREP is required for level 2 certification. A core team consisting of three members of the FREP QMT will attend the “Organization Excellence Assessment” course. This will help to implement level 2, 3, and 4 certification. After the internal assessment is completed, the QMT will implement the action items or discuss the improvement required. The team will prepare the level 2 application package and review it by November 10. The goal is to have level 2 certification obtained before the end of the calendar year.

Process map and work package for level 2

| Work package | Responsibility | Start date | Finish date | Action required |
|---|---|------------|-------------|--|
| Organization Excellence Assessment Training | Peter Bradford Kevin Kilpatrick Thomas Chen | Sept 19 | Sept 20 | Attend course in Vancouver |
| Level 2 internal assessment on FREP | Thomas Chen Kevin Kilpatrick | Oct 2 | Nov 30 | Kevin and Thomas to lead the internal assessment and to produce the report <ol style="list-style-type: none"> 1. Prepare focus group 2. Prepare survey Target groups: Resource Value Team Leaders, field staff, and executives |
| Fill the gap | Thomas | Oct 11 | Oct 20 | Action items from the internal assessment to be completed |
| Prepare level 2 package | Thomas and QMT | Oct 16 | Oct 27 | |
| QMT review and input | FREP QMT and Thomas Chen | Oct 30 | Nov 10 | Review and provide input to the submission |
| Send submission to NQI | Thomas Chen | Nov 17 | Nov 17 | Mail out the submission |

| | | | | |
|-----------------------------------|-------------------|--------|-------|--|
| NQI review and approve submission | NQI | Nov 22 | Dec 8 | NQI to review the completeness of the submission and send to John Perry for approval |
| Milestone for FREP | FREP team and QMT | Dec 15 | | Celebration |

4. NQI Level 3 and 4 Implementation Planning

The estimated costs of NQI PEP certification can be broken down in the table below:

| NQI PEP levels | Estimated costs (\$) | Estimated time required for FREP |
|----------------|----------------------|----------------------------------|
| Level 1 | 1,500 | 2 months |
| Level 2 | 2,500 | 3 months |
| Level 3 | 6,000 | 1 year |
| Level 4 | 5,000 | 1 year |

Costs of training, books, reference materials, and consultation time are not included in the estimated costs above.

Level 3 and 4 are further efforts to improve quality management in FREP. Level 3 contains detailed criteria under each principle of excellence (see Appendix 1). In level 3, FREP will move in the direction laid out below:

Leadership – leadership approach to show commitment and to reinforce quality management

Planning – a formal scheduled assessment to determine program’s strength and opportunities for improvement, and reporting such achievement across the organization

Citizen/client focus – a formal method to document service delivery standards and specifications³ and to ensure good level of client/stakeholder confidence in services and/or products provided

People focus – a method to evaluate the effectiveness of training and development programs, and to ensure people’s satisfaction at all level by using their feedback to improve

Process management – a method to analyze key processes to determine opportunities for improvement, through incremental refinement and/or fundamental redesign

Supplier/partner focus – a method to share information with key suppliers/service providers to help them improve, a method to involve clients and suppliers/partners in problem solving and continuous improvement, and a method to involve key supplier/service providers in the development of new services and/or products.

Level 3 certification also requires a comprehensive set of performance measures⁴ to ensure that the program is moving at the right pace and direction.

³ Data quality is to be documented by specifying business and data quality rules and standards so that clients and stakeholders have confidence in the results reported and published by FREP. For more detail, refer to page 16.

⁴ The measures are also called “quality indicators” as described on page 13.

Excellent data quality is paramount to the success of FREP. NQI's principles and criteria do not specifically meet our requirements for data quality. However, the planning and process management principles can be applied to our data quality improvement endeavours. IMG (Information Management Group) leads a data quality project at the ministry. They will evaluate several types of off-the-shelf software that can generate reports on data quality. Using a set of business rules or data quality, the software can display a snapshot of the quality level in any relational database and produce an executive summary on where to improve.

Level 4 of the NQI certification requires evidence of high satisfaction rating and senior management commitment. Its strategic and long-term focused criteria demand indicators to exhibit the trend of excellence performance and quality results. Data must be provided to show that FREP has achieved excellence over three years. In the applications to levels 3 and 4, some consultation may be required so that FREP demonstrates meeting the NQI criteria. At this point, such consultation is not budgeted for.

After level 3 certification has been achieved, FREP will be eligible to apply for the Canada Award for Excellence (CAE). FREP will apply in the Quality Award category. The deadline for each year's application is mid-April and the award ceremony in late October. The costs of application for FREP are estimated below:

| | Costs to FREP (org. size 251+) |
|-------------------------------|-----------------------------------|
| Assessment before application | quote |
| Intent to apply | - |
| Application package | \$500 |
| Submission & evaluation fee | \$2,000 |
| Verification site visit | \$10,000 |
| Total Cost - one site | \$12,500 |

5. Premier's Award

Starting this year, FREP will apply for the Premier's Award in the categories of "Innovation" and "Organizational Excellence."⁵ The Innovation category recognizes a fundamental shift in the way business is conducted to produce substantial benefits. The criteria are:

- **Breadth and degree of impact on the community**
(e.g., social, economic, and environmental benefits)
- **Breadth and degree of impact on operations**
- **Alignment with public service vision, values, and government direction**
- **Complexity**
(e.g., scope of initiative, risk, creativity, technical and/or organizational difficulty [including financial constraints])
- **Application or development of best practices**

For the Organizational Excellence category, the definition is:

Recognizes an organization (a ministry, branch, or other organizational entity) for performance excellence typified by:

- strong alignment around a clear effectively communicated vision
- trust, team attitude, and client-centred orientation
- staff who are involved, empowered, and valued
- the use of measurement, benchmarking, best practices, and innovative approaches
- superior results

The criteria for this category are:

- **Results:** measurable outcomes in client satisfaction and operational and financial efficiency
- **Valuing people:** metrics on employee satisfaction, employee development, and training, recognition, etc.
- **Accountability, performance management, and change management**
- **Use of innovative and best practices**
- **Complexity and challenges**
scope of work, risk, creativity, technical and/or organizational difficulty, resource limitations, timelines, lack of models to follow.

⁵ <http://www.bcpublicservice.ca/premiersawards/index.htm>

The Public Service Agency requires that the submission process:

- be approved by the Deputy Minister or equivalent, or designate;
- address performance or initiatives completed within the 36 months prior to the submission deadline (October 21, 2005, was last year's submission deadline);
- address performance or initiatives that have a track record (i.e., they have been completed or in place long enough to produce reliable, measurable results); and
- not exceed 1,500 words.

Samples of the submission form can be found in Appendix 2. The deadline for this year's submission or nomination has not been set, though it is anticipated to be late October to mid-November.

Work packages with estimated dates for Premier's Award submission

| Work package | Responsibility | Start date | Finish date | Action required |
|--|---|-------------------|--------------------|--|
| Award submission discussion/brainstorm session | Peter Bradford Kevin Kilpatrick Frank Barber Alanya Smith Thomas Chen | Sept 6 | Sept 6 | Document the discussion and revise this work package table |
| Briefing note for Deputy Minister's approval | Thomas Chen | Sept 11 | Sept 30 | Draft and team review |
| Expand the Award submission team | Thomas Chen | Oct 2 | Oct 6 | Ask for volunteers |
| Research and information gathering | Thomas Chen | Oct 7 | Oct 30 | Ask past award recipients and finalists |
| Prepare submission form | Alanya Smith Thomas Chen | Oct 11 | Oct 27 | |
| Review submission form review | Peter Bradford Kevin Kilpatrick Frank Barber Alanya Smith Thomas Chen | Oct 16 | Nov 4 | Review and approval |
| Send in submission | Thomas Chen | Nov 14 | Nov 17 | |

6. Quality Assurance – Quality Indicators

FREP will develop a set of comprehensive quality indicators to monitor and to improve the program. Using the NQI principles and the FREP program areas identified in the FREP Quality Assurance Framework Background Paper,⁶ at least six quality indicators should be developed for each program area, thus compiling a total of 36 quality indicators. The matrix table below illustrates the interaction between program area and NQI principles.

| Program Area NQI Principles | Framework and structure | Teams and working groups | Communication and publications | Budget | Stakeholder involvement | FREP IMS |
|--|--------------------------------|---------------------------------|---------------------------------------|-----------------------|--------------------------------|-----------------------|
| Leadership | Quality indicator 1.1 | Quality indicator 2.1 | Quality indicator 3.1 | Quality indicator 4.1 | Quality indicator 5.1 | Quality indicator 6.1 |
| Planning | Quality indicator 1.2 | Quality indicator 2.2 | Quality indicator 3.2 | Quality indicator 4.2 | Quality indicator 5.2 | Quality indicator 6.2 |
| Citizen/Client Focus | Quality indicator 1.3 | Quality indicator 2.3 | Quality indicator 3.3 | Quality indicator 4.3 | Quality indicator 5.3 | Quality indicator 6.3 |
| People Focus | Quality indicator 1.4 | Quality indicator 2.4 | Quality indicator 3.4 | Quality indicator 4.4 | Quality indicator 5.4 | Quality indicator 6.4 |
| Process Management | Quality indicator 1.5 | Quality indicator 2.5 | Quality indicator 3.5 | Quality indicator 4.5 | Quality indicator 5.5 | Quality indicator 6.5 |
| Supplier/Partner Focus | Quality indicator 1.6 | Quality indicator 2.6 | Quality indicator 3.6 | Quality indicator 4.6 | Quality indicator 5.6 | Quality indicator 6.6 |

One example of a quality indicator is the average rating on the effectiveness of the leadership in setting strategic direction on the program framework and structure. The rating can come from program staff, stakeholders, and the general public. The details of the development and definition of each quality indicators are described in quality control protocol 5.

⁶ FREP Quality Assurance Framework Background Paper can be found at: <http://www.for.gov.bc.ca/hfp/frep/qmgmt/index.htm>.

7. Quality Control – Quality Control Protocols

Quality control protocols are designed for the use of internal program staff. Similar to standard operating procedure (SOP), they define the routine process. For this year's quality control protocols, the following topics will be covered:

- data entry
- data validation
- data cleaning
- data analysis

and

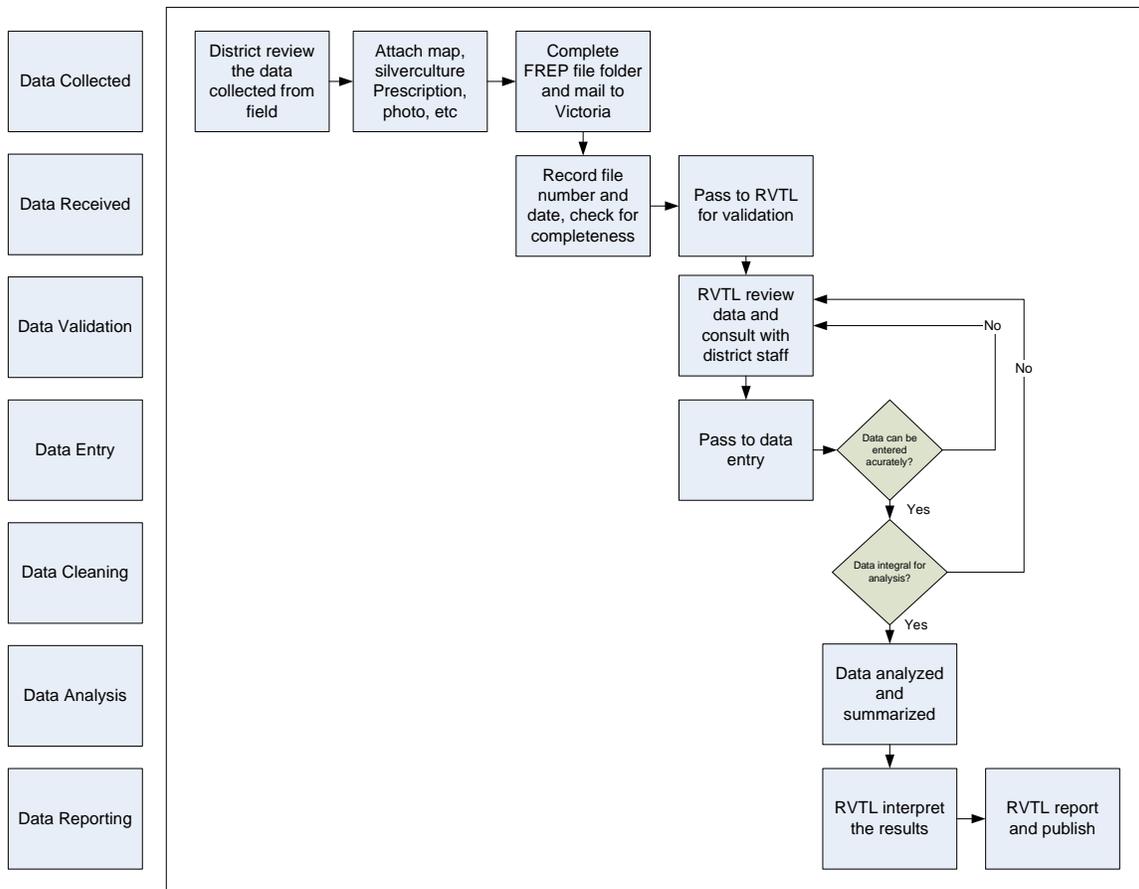
- filing access and storage
- Quality Assurance Site Visit

Using level 1 and 2 process maps, the field cards and data can be illustrated as:

Level 1 process map for FREP data:



Level 2 process map for FREP data:



Filing and access protocol describes the filing numbers and logistics in headquarter when the field cards and data are received. The protocol also describes filing and data access in each district office.

The Quality Assurance Site Visit protocol continues from last year. The protocol is updated to improve the ability to find any mistakes, to mentor, and to learn from the district. A yearly work plan for QA Site Visit is also produced to describe in detail the schedules and locations of site visits. The protocol is the method; the work plan is the operational project plan. A final QA Site Visit report will be produced and suggestions will be included in the final Q&A for the year.

8. Data Quality

Data quality in FREP is moving into the digital world. The FREP Information Management System (FREP IMS) will soon be the central hub for data and information. The FREP IMS working group indicates that testing of the data entry component of this system will be completed by early October. Data entry will start as soon as the system is operational and will be completed by the end of November. Once data are deemed clean and of excellent quality, they will be analyzed and summarized to the indicator level so that the results can be reported in a timely fashion.

Phase 2 of the FREP IMS will include testing a handheld data entry field device, using data quality solution, and developing a database for big block Stand-Level Biodiversity data and the QA Site Visit data. Data quality solution includes the use of data quality methodology and technology. Data quality methodology is the process of data discovery (creating meta-data for quality indicator), data profiling, analysis, cleaning, and reporting. Data quality technology automates the process using business rules or data quality rules. During phase 2, the ministry's data quality improvement team will request vendors' bid on data quality software. FREP may volunteer the system for data quality reporting using this potential software. Alternatively, FREP IMS may also build a data quality module in the system, rather than using an "off-the-shelf" product.

The ability of any methodology and technology to assess data quality effectively relies on business rules, data definition and data quality rules. Using these rules and definitions affects how data quality is assessed, and thus affects how improvement can be made. More management may be required when the definitions and rules become large and complex. A common and well-defined corporate data dictionary that all business areas agree to and a centrally managed business rule depository may be required. This way, the ministry, each division and business area can deal effectively with conflicting business rules and changing requirements. When requirements change due to changes in business needs, the rules and definition will also change. FREP IMS is being developed in a changing environment. Management of data, data definitions, and business rules is challenging because maintaining data quality is resource intensive.

9. Quality Management Training Plan

The planned courses, attendance, dates, and costs for the 2006/07 fiscal year are:

| Courses | Attendance | Date(s) | Costs | Location |
|---------------------------------------|---|-------------------------------|------------------|--------------------|
| Organizational Excellence Assessment | Peter Bradford Kevin Kilpatrick Thomas Chen | September 19 and 20, 2006 | \$2,600 | Vancouver |
| NQI membership networking (Vancouver) | Peter Bradford Kevin Kilpatrick Frank Barber Thomas Chen | October 27, 2006 | Travel cost only | Vancouver |
| Process Mapping | Kevin Kilpatrick | October 13, 2006 | \$484 | Vancouver |
| Statistical quality tools | Thomas Chen Kevin Kilpatrick | October 5, 2006 | \$1,000 | Toronto |
| Quest for Quality (Module 2 and 3) | Kevin Kilpatrick | February 15 and March 8, 2007 | \$859 | Toronto |
| Framework for Excellence | Entire QMT | May 18, 2006 | \$2,500 | Victoria/completed |

Note: Courses outside of BC will require Assistant Deputy Minister's approval.

10. Review and Evaluation – QA on the Work Plan

This table will be used in the FREP Quality Management Annual Report (to be published in May 2007). The table tracks the performance of each project in this work plan. Improvements and evaluation results will be reflected in the annual report and in next year's quality management work plan.

| Task/Project | Target completion date | Actual completion date | Status/action required | Continuous improvement |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| 1. NQI PEP level 1 certification | September 29, 2006 | September 18, 2006 | Completed | |
| 2. NQI PEP level 2 certification | December 8, 2006 | | | |
| 3. NQI PEP level 3 and 4 planning | August 31, 2007 | | | |
| 4. Premier's Award | October 31, 2006 | | | |
| 5. Quality Assurance – quality indicators | December 22, 2006 | | | |
| 6. Quality control – protocols | December 31, 2006 | | | |
| 7. Data quality | June 30, 2007 | | | |
| 8. Quality Management training | December 22, 2006 | | | |

Appendices

1. NQI PEP Principles and Criteria definitions

THE QUALITY PRINCIPLES

These Principles form the foundation for long-term quality improvement and permeate the Criteria.

LEADERSHIP THROUGH INVOLVEMENT AND BY EXAMPLE

Developing a quality approach involves transforming both thinking and behaviour. This can only be achieved if the management is actively involved in facilitating, reinforcing and leading the changes necessary for improvement.

PRIMARY FOCUS ON CLIENT/STAKEHOLDERS

To achieve goals, the primary aim of everyone must be to fully understand, meet and strive to exceed the needs of clients and stakeholders.

COOPERATION, TEAMWORK, & PARTNERING

Teamwork is nurtured and recognized. Co-operation, within and between public service organizations and inside and outside sector borders is a cornerstone for the development of win-win relationships.

PROCESS ORIENTED AND PREVENTION-BASED STRATEGY

Any organization, in any sector, is made up of a network of independent processes that add value. Improvement is achieved through changing these processes to improve the total system. Managing by focusing purely on results alone is fruitless, since results are determined by the system in use. If the system is not changed in a fundamental way, the results will not improve. To facilitate long-term improvements, a mindset of prevention rather than correction must be applied to eliminate the causes of errors and waste.

FACTUAL APPROACH TO DECISION MAKING

Decisions are based upon measured data and an understanding of the cause and effect mechanisms at work. They are not simply based on instinct, authority or anecdotal data.

CONTRIBUTION OF EACH AND EVERY INDIVIDUAL

Everyone must have the opportunity to use his or her creativity and make a positive contribution to the pursuit of excellence.

CONTINUOUS IMPROVEMENTS OF METHODS AND OUTCOMES

No matter how much improvement has been accomplished, there are always practical ways of doing even better, and of providing improved service delivery or products.

OBLIGATIONS TO STAKEHOLDERS, INCLUDING A CONCERN FOR RESPONSIBILITY TO SOCIETY

An organization is seen as part of society, with important responsibilities to satisfy the expectations of its people and all other stakeholders.

RESPECT FOR THE INDIVIDUAL & ENCOURAGEMENT FOR PEOPLE TO DEVELOP THEIR FULL POTENTIAL

Critical for quality improvement are the values that foster mutual respect between people who work together; communication and personal development are directly related to these values.

CRITERIA OVERVIEW

SECTION ONE - LEADERSHIP

This section focuses on those who have primary responsibility and accountability for the organization's performance, usually referred to as senior management. Good leadership is based on a foundation of ethics and values that reflect quality principles.

- 1.1 Strategic direction
- 1.2 Leadership involvement
- 1.3 Results of leadership actions
- 1.4 Continuous improvement

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.

- 2.1 Development and content of improvement plan
- 2.2 Assessment
- 2.3 Results of actions through improvement planning
- 2.4 Continuous Improvement

SECTION THREE – CITIZEN/CLIENT FOCUS

This section examines the organization's focus on client-centered service and/or product delivery, to achieve client/stakeholder satisfaction.

- 3.1 Voice of the client/stakeholder
- 3.2 Management of client/stakeholder relationships
- 3.3 Measurement of client/stakeholder satisfaction
- 3.4 Results of actions on citizen/client focus
- 3.5 Continuous Improvement

SECTION FOUR – PEOPLE FOCUS

This section examines the development of a human resource plan for meeting the goals of the organization, and achieving excellence through people. Also examined are the organization's efforts to foster and support an environment that encourages people to reach their full potential. People are the prime resource of any organization and success is directly related to how the organization develops its human resources. Treating people in the organization with respect and trust, and providing them with the opportunity to contribute ideas or speak out on issues of concern, without fear of retribution, are of paramount importance.

- 4.1 Human Resource Planning
- 4.2 Participatory Environment
- 4.3 Continuous Learning
- 4.4 Employee Satisfaction
- 4.5 Results of actions from a focus on people
- 4.6 Continuous Improvement

SECTION FIVE - PROCESS MANAGEMENT

This section examines how work is organized to support the organization's strategic direction, with a focus on the management of key processes as well as continuous improvement. Process management applies to all activities within the organization, in particular to "key" processes; those

that are critical for success and normally have a major impact on meeting citizen/client needs. Process improvement priorities are derived from goals established within the improvement plan. Processes are value adding transformations involving people and other resources such as materials and information. Processes may be of two basic types: service related or product related. Service processes include data and information, and the expertise to transform them into value for the client. Product related processes include the raw materials and expertise from various functions to manufacture the product. Other factors include customer requirements, measurement data, team effectiveness, levels of individual knowledge and skills, leadership, training and development etc. It is important to focus on the key processes and to simplify and prioritize these processes as they relate to the primary mission of the organization. It is these key processes that need to be continually analyzed and improved.

- 5.1 Process definition
- 5.2 Process control
- 5.3 Process improvement
- 5.4 Results of actions in process management
- 5.5 Continuous Improvement

SECTION SIX – SUPPLIER/PARTNER FOCUS

This section examines the organization's external relationships with other organizations, institutions and/or alliances that are critical to its meeting its strategic objectives.

- 6.1 Partnering
- 6.2 Results of actions in supplier focus
- 6.3 Continuous improvement

SECTION SEVEN – ORGANIZATIONAL PERFORMANCE

This section examines the outcomes from the overall efforts for quality improvement, and their impact on organizational accomplishments.

- 7.1 Service/product quality
- 7.2 Organization results
- 7.3 Client/stakeholder satisfaction
- 7.4 Employee satisfaction and morale
- 7.5 Financial performance



2. Samples of Premier's Award submission form

Submission Form

INNOVATION

Submission Control

(assigned by L&LC)

Number
Ministries, Agencies, Boards, Commissions & Offices
[Eligible Organizations](#)

Name of Nominated Group, Team or Individual

Contact Name

Title

Email
Number

Phone

Mailing Address

Submission Approved by the Deputy Minister or Equivalent? YES__ NO__

Nominee Information

| | Name | Branch or Program Area | Phone | Email | Mailing Address |
|----|------|------------------------|-------|-------|-----------------|
| 1 | | | | | |
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| 10 | | | | | |

For group or team nominations, please restrict size to 10 or fewer members, if possible. Indicate below if the group or team has more than 10 members. In such cases, the contact person will be consulted by the Premier's Awards Program.

If this is a group or team nomination, does the group or team have more than 10 members?
YES__ NO__

Summary Statement

Synopsis of submission. Not to exceed 50 words. To be published on The Premier's Awards website and in the awards ceremony program guide along with the names of the nominees and their ministry or organization.

INNOVATION Detailed Submission (1,500 word limit)

The submission should describe a fundamental shift in the way business is conducted that has produced substantial benefits.

Please provide the reasons for this nomination by describing the context (optional) and addressing each of the criteria elements. ~~Only the parts of the submission that address the criteria will be rated.~~

Context (optional)

Breadth & degree of impact on the community

e.g. social, economic & environmental benefits

Breadth & degree of impact on operations

Alignment with public service vision and values, and government direction

Complexity

e.g. scope of initiative, risk, creativity, technical and/or organizational difficulty (including financial constraints)

Application or development of best practices

When this form is completed and approved, submit the saved Word document as an email attachment to Pat Wolfe (PAT.WOLFE@GEMS9.GOV.BC.CA)



Submission Form

Organizational Excellence

Number
Ministries, Agencies, Boards, Commissions & Offices

Eligible Organizations

Submission Control

(assigned by L&LC)

Name of Nominated Group, Team or Individual

Contact Name

Title

**Email
 Number**

Phone

Mailing Address

Submission Approved by the Deputy Minister or Equivalent? YES__ NO__

Nominee Information

| | Name | Branch or Program Area | Phone | Email | Mailing Address |
|----|------|------------------------|-------|-------|-----------------|
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For group or team nominations, please restrict size to 10 or fewer members, if possible. Indicate below if the group or team has more than 10 members. In such cases, the contact person will be consulted by the Premier's Awards Program.

**If this is a group or team nomination, does the group or team have more than 10 members?
 YES__ NO__**

Summary Statement

Synopsis of submission. Not to exceed 50 words. To be published on The Premier's Awards website and in the awards ceremony program guide along with the names of the nominees and their ministry or organization.

ORGANIZATIONAL EXCELLENCE Detailed Submission (1,500 word limit)

The submission should describe an organization (a ministry, branch or other organizational entity) that has a record of performance excellence typified by:

- Strong alignment around a clear effectively communicated vision;
- Trust, team attitude and client-centred orientation;
- Staff who are involved, empowered and valued;
- The use of measurement, benchmarking, best practices and innovative approaches; and
- Superior results

Please provide the reasons for this nomination by describing the context (optional) and addressing each of the criteria elements. Only the parts of the submission that address the criteria will be rated.

Results

measurable outcomes in client satisfaction and operational and financial efficiency

Valuing people

metrics on employee satisfaction, employee development and training, recognition, etc.

Accountability, performance management & change management**Use of innovative & best practices****Complexity & challenges**

scope of work, risk, creativity, technical and/or organizational difficulty, resource limitations, timelines, lack of models to follow.

When this form is completed and approved, submit the saved Word document as an email attachment to Pat Wolfe (PAT.WOLFE@GEMS9.GOV.BC.CA)