



The Gold Award

For business excellence 2007



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JAS-ANZ



The Gold Award



The Australian Organisation for Quality recognises that many organisations have achieved real progress in Business Improvement through the implementation of Quality Assurance Systems. It is also acknowledged that many organisations have progressed beyond QA to a Company-wide Quality Approach.

The Australian Organisation for Quality has established "The Gold Award" to recognise and encourage organisations, which through the implementation of Company-wide Quality Management are leading examples of best practice and are realising the benefits through organisational success.

The **Gold Award** is an annual State-based award with one of the State Gold awardees in each category being awarded a National award. The Gold Award focuses on:

- The awareness of Quality Management and the Continual Business Improvement Process as underlying principles for achieving competitiveness and organisational success; and
- An understanding of all of the requirements for business excellence.

It is based on eight critical Quality Management elements necessary for excellence and sound Company-wide Management outlined in the Australian Standard AS/NZS ISO 9004:2000.

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WHY CERTIFICATION ?

Sci-Qual International's Certified Environment, Quality and Workplace Health and Safety System helps enterprises demonstrate their credentials through independent assessment of management practices to the approved standards.

Our Certification gives you a third party assessment and certification of business management systems aimed at controlling environmental and workplace health and safety practices and risks for improving business risk management. We will be able to provide you with the assurance that your clients will have complete faith in your business practices and products.

Having our certification provides you with the opportunity to stay ahead of the trends in regulatory, community and trade requirements and *not forgetting your competitors.*

Benefits of being Certified with Sci-Qual International

- Enhancing your Corporate Image.
- Papertrail to Support Your Practices.
- Competitive Edge in Your Trade.
- Early & Improved Identification and Management of Business Risks.
- Increased bottom line Profits due to Smooth Systems
- Stakeholder satisfaction enhancements.
- Experienced Auditors to give you a Confident Finished Result.

Other systems reviewed:

SQF 1000 and SQF 2000,

Food Safety HACCP

NHVAS Mass and Maintenance Auditing

TruckSafe auditing

"We have that friendly approach to your certification."

Correspondance

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Suite 32, 22 King Street

Caboolture, Qld. 4510

Web page: sci-qual.com.au

Email

scibris@caboolture.net.au

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JASANZ REGISTRATION
Quality No. S1210792AB
Environment No. E2060699AB
OH&S No. O2020400AB



Executive Summary

ELIGIBILITY

Applications are invited from any organisation, which has in place an effective Third Party Certified Management System accredited by a body approved by the Federal Government.

Organisations with a third party certification accredited by JAS-ANZ are eligible to apply for the Gold Award for Business Excellence.

Organisations with third party certification issued by industry specific accreditation associations that are recognised by the Australian Government are eligible to apply for the AOQ-QLD Industry Award for Business Excellence. If also eligible for the Gold Award for Business Excellence, these organisations may apply for both awards.

APPLYING FOR THE GOLD AWARD

The Awards Evaluation Process commences with the submission of the Application Package. The Application Package consists of the following:

1. Complete the Application Form (go to pages 15 to 17)
2. Respond to the Award Criteria
A detailed response to the twenty-three (23) Award Criteria (see pages 11 to 14).
N.B. - Micro to Medium Organisations are limited to 8 pages overall.
- Large to Mega Organisations are limited to 16 pages overall.
3. Include a copy of the last major Audit Report from the Certification Body which includes the Certificate to the Standard with capability statement.
4. Include Media Files (see page 17).
5. Include Application Fee (see page 7).
6. Forward package to Gold Awards Program, PO Box 6198, Upper Mt Gravatt, Qld 4122 or by email to gold@aoq.org.au by close of business 30 July 2007.

AWARD CRITERIA

- Customer Focus
- Leadership
- Involvement of People
- Process Approach
- System Approach to Management
- Innovation and Continual Improvement
- Factual Approach to Decision Making
- Mutually Beneficial Supplier Relationships

Each of the criteria address critical aspects of management and can be measured against the level of implementation i.e. Commitment Level / Achievement Level / Excellence Level.

Note: A minimum grand total point level of 890 is required to receive an Award.



Executive Summary

AWARD CATEGORIES

Awards may be made to both Private and Public Sector organisations, Not-for-Profit organisations, Export, Aerospace and Aged Care/Health organisations in the following categories:

- Micro Organisations - up to 5 employees
- Small Organisations - 6 to 20 employees
- Medium Organisations - 21 to 150 employees
- Large Organisations - 151 to 999 employees
- Very Large Organisations - 1000 to 1999 employees
- Mega Organisations - 2000 and over employees

For multi-office/branch organisations, applications may be made for the corporate office or for individual offices/branches.

AWARD LEVELS

In each State one Award may be made in each of the categories listed on page 5. Runners up in each of these categories may receive a Silver Award.

Note: A minimum grand total point level of 890 is required to receive an Award.

The winners in each State are automatically entered for the National Awards and decided from the State assessments.

One National Award may be made in each of the categories listed on page 5.

Beginning in 2007, organisations winning a Gold Award in three consecutive years in their category are automatically inducted into the Gold Awards Hall of Fame. Organisations in the Hall of Fame are not permitted to enter the Gold Awards for five years from the date of induction.

Organisations winning a National Gold Award in their category are eligible to apply for the Asia Pacific Quality Awards.

AWARDS PRESENTATION

State awards will be presented at a Gala Event in each State:

Brisbane:	24 September
Sydney:	25 September
Melbourne:	26 September
Adelaide:	27 September
Perth:	28 September

The National Awards will be presented at a Gala Event in Sydney in last week of October.

CONFIDENTIALITY

Information provided in the Application will be used solely for the purpose of assessing, and will be treated as commercial-in-confidence by the organisers and assessors of the Award program.

No information contained within the Application will be published without the permission of the applicant and all copy to be used for media purposes will be cleared with the applicant before publication.

AOQ-QLD AWARD POLICY

The Awards for Business Excellence operates to an approved policy which may be downloaded from www.aq.org.au/PDF/policy.pdf

CLOSING DATE FOR APPLICATIONS

Closing Date for Applications is 30 July in each year.



Award Process/Fees



AWARD PROCESS

On receipt of the Application/Assessment Fee and Award application, the first stage of the assessment will commence. An expert panel of assessors will be appointed by the Australian Organisation for Quality to conduct the assessment process.

● Stage 1 – Initial Review

This will take the form of a desktop review to ensure all the requirements of the Application Form have been addressed to shortlist applicants who will progress to Stage 2.

● Stage 2 – Detailed Assessment

Submissions accepted into Stage 2 will be assessed by means of an on-site visit by the team of assessors.

● Stage 3 – Selection of Award Winners

Following the on-site visits, the assessors and an independent moderator will undertake final assessment. Recommendations will then be submitted to the AOQ-QLD Council for acceptance.

● Stage 4 – Presentation of Awards

The Award presentation will be made at the Award Dinner, details of which will be advised by the Australian Organisation for Quality.

APPLICATION/ASSESSMENT FEES

Size of Organisation		Application / Assessment Fee	
		AOQ Members \$*	Public** \$*
● Micro Organisations	– up to 5 employees	495	720
● Small Organisations	– 6-20 employees	910	1350
● Medium Organisations	– 21-150 employees	1375	2050
● Large Organisations	– 151 to 999 employees	1650	2475
● Very Large Organisations	– 1000 to 1999 employees	1750	2575
● Mega Organisations	– 2000 and over employees	1850	2675

* Includes GST

** Public fee includes membership in local AOQ branch to 30 June 2008. Please download a Membership Application Form from www.aoq.org.au/Membership-Application.pdf and submit with your Gold Awards application.

The Application Fee is non-refundable.

50% of application/assessment fee required with application. Remainder by 14 August 2007.

If applying for both the Gold Award for Business Excellence and the AOQ-QLD Industry Award for Business Excellence add 40% to the nominated fee.

Benefits



FEEDBACK REPORTS

All Applicants successfully reaching Stage 3 will be presented with a report discussing in detail areas of strengths together with areas for improvement, and giving encouragements focussing on the applicant's future directions.

AWARD WINNERS' BENEFIT

Award winners will receive a copy of the assessor's report following the National Award presentations.

Award winners will be invited to participate in a networking opportunity to learn how best to utilise their achievement as a winner of the Gold Award.

APPLYING FOR AN AWARD

The Awards Evaluation Process commences with the submission of the Application Package. The Application Package consists of the following:

1. Complete the Application Form (go to pages 15 to 17)
2. Respond to the Award Criteria
A detailed response to the twenty-three (23) Award Criteria (see pages 11 to 14).
N.B. - Small to Micro Organisations are limited to 8 pages overall.
- Large to Mega Organisations are limited to 16 pages overall.
3. Include a copy of the last major Audit Report from the Certification Body which includes the Certificate to the Standard with capability statement.
4. Include Media Files (see page 17).
5. Include Application Fee (see page 7).
6. Forward package to Gold Awards Program, PO Box 6198, Upper Mt Gravatt, Qld 4122 or by email to gold@aoq.org.au by close of business 30 July 2007.



Award Criteria



Award Criteria



- 1.0 CUSTOMER FOCUS**
This criteria examines the effectiveness of Top Management in determining and meeting customer needs and expectations, with the aim of enhancing customer satisfaction.
- **1.1 Statutory and Regulatory requirements 50 points**
Describe how Top Management ensures all statutory and regulatory requirements that apply to its products, processes and services are identified and included in the Business Management System.
 - **1.2 Knowledge and Management of Customer Requirements 50 points**
Describe how the organisation manages expected and desired degree of customer satisfaction and how the organisation seeks to establish effective long-term business relationships.
 - **1.3 Complaint Resolution 50 points**
Describe how the organisation handles complaints, manages resolutions, and utilises complaint information to prevent a recurrence of problems.
 - **1.4 Customer Satisfaction 50 points**
Describe how the organisation measures customer satisfaction, and how it uses the information gathered to improve customer service levels.
- TOTAL POINTS = 200**
- 2.0 LEADERSHIP**
In this criteria, the role of Top Management is examined to establish its effectiveness in developing and maintaining unity of purpose and direction within the organisation and meeting the needs and expectations of interested parties throughout industry and the community.
- **2.1 Top Management Leadership 80 points**
Outline the role of the CEO and Senior Executives in setting strategic direction and demonstrating leadership in the quality principles approach to business. The level of understanding by all levels in the organisation, of its mission, vision and strategic direction.
 - **2.2 Needs and Expectations of Interested Parties 40 points**
Describe how the organisation relates to the community as a good corporate citizen being aware of community needs, respect for the environment, ethical business practice and legislative requirements.
 - **2.3 Managing for Quality 80 points**
Identify the organisation's quality values and how they are integrated into the everyday life of the organisation.
- TOTAL POINTS = 200**



3.0 INVOLVEMENT OF PEOPLE

The involvement of people criteria examines the organisation's ability to recognise that their people at all levels are the essence of their organisation and its effectiveness in fully involving people and enabling their abilities to be used for the organisation's benefit.

- **3.1 People Planning** **20 points**
Describe the organisation's workforce plans and how they support the goals and objectives identified in the System Approach to Management.
- **3.2 Employee Involvement** **60 points**
Describe the organisation's successes in promoting policies and objectives that increase staff awareness, motivation and involvement.
- **3.3 Education and Training** **20 points**
Describe what Education and Training is provided by the organisation for its people (both in-house and external) in support of the organisation's objectives and employees personal development. What measures are in place to ensure effectiveness of the process?

TOTAL POINTS = 100

4.0 PROCESS APPROACH

This criteria examines the ability of the organisation to create a process approach to its business activities and to manage that approach for effective and efficient growth.

- **4.1 Understanding of Core Business Processes** **30 points**
Describe the organisation's determination process for identifying their Core Business Processes. That is, those planned and systematic functions needed to provide adequate customer confidence.
- **4.2 Maintenance of QA System** **30 points**
Describe how the organisation has effectively implemented corrective actions raised by its Certification Body since Initial Certification, and explain what improvements have been obtained as a result.
- **4.3 Quality Control** **40 points**
Describe the improvements in quality control systems and the extent to which non-conforming product or service has been reduced as a result of commitment to the QA system.

TOTAL POINTS = 100



5.0 SYSTEM APPROACH TO MANAGEMENT

The System Approach to Management criteria examines how organisations identify, understand and manage interrelated processes as a system. It examines the organisation's efficiencies and effectiveness in achieving its objectives.

- **5.1 Strategic Quality Planning Processes** **40 points**
Describe the organisation's Strategic Quality Planning Process for managing customer satisfaction and the continual improvement process to improve its position in the marketplace.
- **5.2 Managing Quality Objectives and Goals** **30 points**
Describe how the principal Quality priorities of the organisation relate to the objectives and goals identified in the quality planning process.
- **5.3 Integrating all Business Processes into the Organisational Structure** **30 points**
Describe the extent to which 'quality' has become a way of life for the organisation, and how it has been integrated with other organisational requirements including auditing, continual improvement, OH&S, Environment, Risk, Finance, etc.

TOTAL POINTS = 100

6.0 INNOVATION AND CONTINUAL IMPROVEMENT

In this criteria, the Examination addresses the organisation's ability to anticipate change and take the necessary actions to maintain and advance its position in the marketplace. It also examines whether the organisation measures its performance on its continual improvement outcomes.

- **6.1 Innovation** **50 points**
Describe how new, innovative concepts are identified, developed and implemented. What data, information or source has stimulated innovative breakthroughs in the improvement process?
- **6.2 Continual Improvement** **50 points**
Outline the organisation's strategy to maintain a real visible commitment to continual improvement. Describe how the process increases the effectiveness and efficiency of the organisation. and focuses on prevention and improvement based on trends and analysis.

TOTAL POINTS = 100



7.0 FACTUAL APPROACH TO MANAGEMENT

The Factual approach to management criteria examines Top Management's ability to make effective decisions that are based on the analysis of data and information.

- **7.1 Measuring and Monitoring System Performance** **50 points**
Describe, with examples, the methods used to identify areas for improvement in the Business Management Systems performance eg. Satisfaction Surveys, internal audits, financial measurements and self-assessment
- **7.2 Measuring and Monitoring Customer Satisfaction** **50 points**
Describe with examples, the methods used to collect, analyse and utilise customer related information for improving the organisation's performance.

TOTAL POINTS = 100

8.0 MUTUALLY BENEFICIAL SUPPLIER RELATIONSHIPS

The mutually beneficial supplier relationships criteria examines the extent that the organisation has recognised that its suppliers and itself are interdependent and through strengthening this relationship they enhance the ability for both organisations to create value.

- **8.1 Use of Key Supplier Performance Indicators** **60 points**
Describe the organisation's Key Supplier Performance Indicators and identify trends in Quality improvement based upon their use.
- **8.2 Product and Service Quality** **20 points**
Describe the extent to which the expectations of all major stakeholders are quantitatively demonstrated and communicated.
- **8.3 Needs and Expectation** **20 points**
Outline Improvement gains made by suppliers in meeting your organisation's needs and expectations.

TOTAL POINTS = 100

Note: A minimum grand total point level of 890 is required to receive an Award.

Application Form Guidelines



GENERAL

Clearly print all information requested. The Application Form may be duplicated and single-sided pages submitted. The Application Form and an Award Criteria Form is available as a Word document and can be requested by email to goldaward@aoq.org.au

Attach organisation chart of the business. If the applicant is a subsidiary, provide an organisation chart of the parent company showing the relationship to the applicant to other parts of the parent company.

Send a letter of intent on company stationery along with the completed form and fee, addressed to:

Gold Award
Australian Organisation for Quality
PO Box 6198
Upper Mount Gravatt Queensland 4122
Tel: 07 3816 2255
Fax: 07 3816 2288
Email: goldaward@aoq.org.au

ITEM INSTRUCTIONS

- **Item 1. Applicant**
Provide the official name and mailing address of the organisation applying for the Award.
- **Item 2. Contact Details**
Provide the name, title, mailing address, and telephone number of the person with whom we will be liaising.
- **Item 3. For-Profit Designation**
Check the appropriate box. An answer of "no" is required for non-profit organisations and for government organisations.
- **Item 4. Size of Applicant**
Give the estimated number of fulltime (or equivalent) employees as of the date the application is submitted.
- **Item 5. Award Category**
Indicate which one of the Award categories the submission is directed.
- **Item 6. Description of Products and Services**
In the space provided, describe the types of

products or services sold or provided by the applicant. Indicate the approximate percent each type represents of the applicant's total income. It is not necessary to list individual products or services.

- **Item 7. Fees**
A non-refundable fee, as outlined on page 7, must be included with the Application form, documentation and cover letter of intent.
- **Item 8. Statement**
Please read this section carefully. A signed application indicates that the applicant agrees to the terms and conditions stated here.
- **Item 9. Media Files**
Soft media for use at the awards ceremonies is required with your application.
- **Item 10. Authorising Official**
The signature of the applicant's highest ranking official is required and indicates the applicant will comply with the terms and conditions stated in the document.

The closing date for applications is 30 July.

State awards will be presented at a Gala Event in each State:

Brisbane:	24 September
Sydney:	25 September
Melbourne:	26 September
Adelaide:	27 September
Perth:	28 September

The National Awards will be presented at a Gala Event in Sydney in last week of October.

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Application Form

This form may be copied and attached to, or bound with, other application materials.

The Application Form and an Award Criteria Form is available as a Word document and can be requested by email to goldaward@aoq.org.au

● **1. Applicant**

Company Name _____

Address _____

Postcode _____

List addresses of all locations covered by this application-use separate sheet if required.

Address _____

Postcode _____

Address _____

Postcode _____

● **2. Contact Details**

Name _____

Title _____

Address _____

Postcode _____

Telephone _____ Facsimile _____

Email _____

● **3. Is the applicant a for-profit business (check one)?** Yes No

● **4. Certification/Accreditation**

Award Applied for:

- Gold Award for Business Excellence
- AOQ-QLD Industry Award for Business Excellence

Excellence

Both

For multi-office/branch organisations:
(multiple branches)

Corporate Application (organisations with

Individual Branch/Office Application

● **5. Size of Applicant**

Total number of employees _____ Total number of sites _____





● **6. Award Category** (tick one box in each column)

Size

- Micro Organisations – up to 5 employees
- Small Organisations – 6 to 20 employees
- Medium Organisations – 21 to 150 employees
- Large Organisations – 151 to 999 employees
- Very Large Organisations – 1000 to 1999 employees
- Mega Organisations – 2000 and over employees

Category

- Private-For-Profit
- Public Sector
- Private-Not For Profit
- Exporting
- Aerospace
- Aged Care/Health
- Laboratory

● **7. Description of Products and Services and % of Total Income**

● **8. Fees** (see page 7)

Enclosed is \$ _____ to cover our Application (a Tax Invoice will be forwarded). Please make cheque payable to: The Australian Organisation for Quality (credit card payments are not acceptable).

● **9. Statement**

We understand that this application will be reviewed by members of the Board of Examiners. Should our company be selected for one or more site visits, we agree to host the site visit(s) and to facilitate an open and unbiased examination. We understand that the company must pay reasonable costs associated with any site visit(s) outside the major metropolitan cities of Brisbane, Sydney, Melbourne, Adelaide and Perth.

● **10. Media Files**

A high resolution file of your company logo (preferably EPS format) and images in JPG format (300dpi) supplied on a CD should be included with your application. As well, please supply three Powerpoint slides to a total file size of less than 1mb. Should you be selected as an Award finalist or winner, the material supplied with your application will be used in the audiovisual presentation at the Awards Dinner and we recommend that you provide only high quality images.

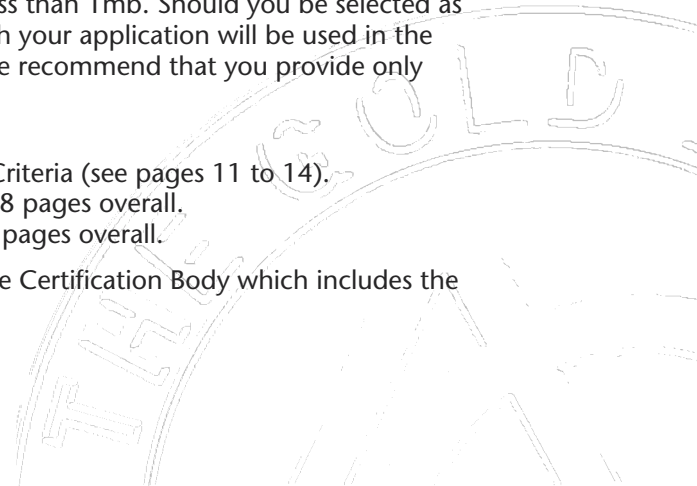
● **11. Respond to the Award Criteria**

A detailed response to the twenty-three (23) Award Criteria (see pages 11 to 14).

N.B. - Micro to Medium Organisations are limited to 8 pages overall.

- Large to Mega Organisations are limited to 16 pages overall.

Include a copy of the last major Audit Report from the Certification Body which includes the Certificate to the Standard with capability statement.





● 12. Signature, Authorising Official

SIGNATURE	DATE
Name _____	
Title _____	
Address _____	

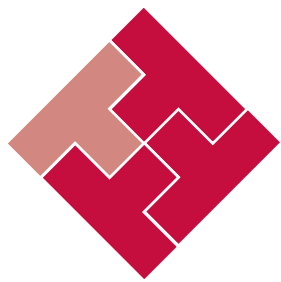
_____	Postcode _____
Telephone _____	Facsimile _____
Email _____	

Forward package to Gold Awards Program, PO Box 6198, Upper Mt Gravatt, Qld 4122 or by email to gold@aoq.org.au by close of business 30 July 2007.



A TOTAL MANAGEMENT APPROACH TO INCREASING CUSTOMERS

• AUDIT • BUILD STAFF CAPACITY



MERCER
MANAGEMENT
CONSULTING SERVICES

SELF ASSESS YOUR BUSINESS

How many questions would you answer "Yes" to?

1. Do you/your staff think customers are an interruption to business/and are they an irritation?
2. Is too much of your staff time spent answering customer questions?
3. Do you /your staff think customers are stupid and don't understand?
4. Do you /your staff think your customers are difficult and too much trouble?
5. Do you/your staff think customers are out to cheat your business?
6. Do your staff complain that they can't give good service because of poor back office processes?

And "No"?

7. Do you use information from customers to build ideas on how to improve your business processes?
8. Do you collect information about all your service transactions?
9. Are all your staff trained in delivering excellent service before they start work with your customers?
10. Are your back office staff trained in how important their role is to ensure frontline staff can give the best service to customers?

YOUR SCORE: _____/10

NEED HELP? WANT TO KNOW MORE?

Contact us to find out more about our fully integrated in-sourcing approach to Customer Focus



MERCER
MANAGEMENT
CONSULTING SERVICES

Phone: + 61 8 92278055
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