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FRAMEWORK FOR EXCELLENCE

INTERNATIONAL CONFERENCE ON PUBLIC SECTOR PRODUCTIVITY:

Speakers talk about ways to motivate staff

THE Business Excellence Framework aims to strengthen management practices, systems and organisational processes to boost productivity, business performance and competitiveness.

To ensure that the strategies required for the framework can be adopted successfully, organisations need to emphasise quality assurance as their foundation.

City of Melville (Western Australia) chief executive officer Dr Shayne Silcox said this was part and parcel of an integrated improvement programme.

"The Business Excellence Framework has certain pillars that include leadership in an organisation, policy and planning of organisation, depth of information and knowledge gained from an organisation, the way to manage people, customers, process management and business results."

Silcox said for organisations to improve, there were seven questions that needed to be looked at.

These questions revolve around the purpose of organisations, processes to deliver the product, those in charge of the processes, the measurement of success and the way to improve it, the approach to success and the way to deploy it.

"To have accreditation for quality assurance, there is a need to have third-party assessors."

For continuous improvement, eliminating waste at work is required. He said in an organisation, about 15 per cent of time was spent on necessary work, such as completing purchases and preparing annual reports.

"About 25 per cent of time is spent on not working on any tasks, such as taking sick leave or arriving late to work. Another 30 per cent is spent on doing unproductive work, such as re-working a task, correcting mistakes and overproduction."

He said the public had a high expectation of government efficiency be-

cause they paid taxes.

For improvement in organisations, staff needed to be empowered via training and departments needed to plan their work and tasks together to avoid overlapping. Organisations also needed to understand the aspect that customers valued in the services they were offering.

Besides that, business was also about contributing to the community, such as having a safe and clean environment.

"Therefore, you will have a broader view about what you want. A leader must be a role model to this."

In sharing about the Business Excellence initiative in Singapore, SPRING Singapore business and service excellence director Patrick Lim said Singapore had been advocating business excellence in big and small organisations since 1994.

SPRING Singapore is a government agency under the Trade and Industry Ministry.

"It is not just about introducing the Business Excellence initiative or the Business Excellence framework.

"We have put in much effort to share management best practices in organisations that have embarked on business excellence and have benefited from it."

He said that over the years, SPRING had organised activities, such as the Business Excellence Awards Winners Sharing, Business Excellence Global Conference, and learning journeys where organisations learnt best practices from others on the journey to business excellence.

Addressing the Asian Productivity Organisation conference theme of "Driving Productivity in the Public Sector", Lim said the Public Service Division of the Prime Minister's Office in Singapore had identified organisational excellence as a priority for ministries and statutory boards.

He said the majority of ministries, statutory boards and schools in Sin-

gapore had embarked on organisational excellence to improve management practices and processes.

He emphasised on the importance of leadership and management commitment to driving organisational excellence.

"The public service in Singapore strives to achieve excellence in delivering citizen-centric policies and services. The message is clear and this helps public agencies to look for improvements and be open to change to serve people."

He said conveying the value of business excellence to organisations and changing mindsets were two areas SPRING had to overcome in driving the initiative.

Malaysia Productivity Corporation (MPC) promoted good regulatory practices to transform rule-making processes.

MPC deputy director-general Ab Rahim Yusoff said its goal was to modernise the business regulation framework.

"It means trying to facilitate the ease of doing business to meet people's needs, for example, in having a better, efficient and more productive public service.

"By focusing on eliminating unnecessary rules and procedures, we hope to inspire and motivate the public service."

He said MPC was looking at business regulations that could impede business, such as business licensing, and modernising of business licensing at state level involving local authorities and the district office.

Rahim said last year, MPC reviewed 2,659 licences, translating into compliance in cost reduction of RM1.7 billion.

He said MPC was also promoting Lean Management and Team Excellence. He said it was looking at getting government agencies and ministries to

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reduce wastage.

"This is to get them to be more efficient and to transform the public service to be more productive."

He said MPC provided institutional support by organising capacity-development programmes, system development and sharing best practices.

"We organise best-practice visits by identifying an excellent organisation and arranging for parties to visit this organisation to benchmark against it and see what others are doing there."

He said for team excellence, the working team in an organisation would address issues related to quality, productivity and efficiency to identify causes of problems.

"What is important is that they themselves implement the solution to solve the problem, and the quality has been improved."

"After that, MPC will provide the platform for them share their success story with others."

"We had a sharing session in Langkawi recently to discuss the efforts taken by 54 working teams from 39 organisations last year."

He said the cost saving from their efforts had amounted to RM83 million.

Silcox, Lim and Rahim spoke at the International Conference on Public Sector Productivity in Putrajaya last week.



Dr Shayne Silcox says the Business Excellence Framework has certain pillars



Patrick Lim emphasises on the importance of leadership and management commitment



Ab Rahim Yusoff says MPC focuses on eliminating unnecessary rules and procedures

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