The South African Excellence Award afforded us the opportunity to encourage a philosophy of best practice in all areas of our business, to foster competitiveness and enhance our service to our customers. As the successful winner of this Award, the benefits have been recognised in our ability to define our business processes and to measure the effectiveness of these processes, resulting in a cycle of continuous improvement.

Herman de Bruyn, General Manager of DaimlerChrysler SA, Parts Division
2002 Excellence Award Winner in the business sector.

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ANNEXURE A: Fundamental Concepts of Excellence
ANNEXURE B: Letter of Intent to Participate in the 2005 Awards Programme
ANNEXURE C: 2005 Excellence Award Application Form
ANNEXURE D: The South African Excellence Award

1. The South African Excellence Foundation

The South African Excellence Foundation (SAEF) provides a process framework and direction to create a culture of organisational excellence throughout South Africa to enhance overall competitiveness and promote the well-being (quality of life) of all its citizens.

The South African Excellence Awards Programme is administered by SAEF who is the custodian of the South African Excellence Model (SAEM) for organisational self-assessment.

The SAEM is the framework and basis for the assessment of the level of organisational excellence. The non-prescriptive model recognises that organisations may follow different approaches in achieving sustainable organisational excellence.

The South African Excellence Award is the most prestigious South African award for organisational performance excellence that a South African organisation can win. Award winners are acknowledged as role model organisations.

Participating in the South African Excellence Awards Programme is a challenge to any organisation. It offers an opportunity for your organisation to be benchmarked by unbiased independent assessors that will give you a clear indication of exactly how well your organisation rates against an internationally endorsed excellence framework.

In essence, a participant participates in the 2005 South African Excellence Awards Programme by submitting an Application Document for assessment. This Application Document captures the “how” the organisation operates and “what” it achieves. It also includes key organisation results, all within the context of the SAEM and the fundamental concepts of excellence that underpin the excellence model.

The Application Document is assessed by a team of SAEF Assessors comprising practising senior managers, academics and quality practitioners from the private and public sectors.

The Panel of Judges decides which applicants will receive a site visit by the Assessors. The main purpose of a site visit is for Assessors to verify the content of the Application Document, clarify issues of understanding in the Document and make refinements to the assessment where necessary.

The Panel of Judges selects the winners and finalists.
Awards, prizes and certificates are presented to the winners and finalists at the annual prestigious South African Excellence Award Event.

Every participant receives an assessment Feedback Report capturing the organisation’s strengths, areas for improvement and scores.

### Contents

2. **Sectors and Levels of Participation**

TABLE 1 shows the different sectors and levels of participation.

#### TABLE 1: Sectors and Levels of Participation

<table>
<thead>
<tr>
<th>Sector</th>
<th>Level</th>
<th>Recognition for Winners</th>
<th>Max. Score</th>
<th>Number of Criterion Parts to be Addressed</th>
<th>Maximum Application Document Length (one-sided pages)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUSINESS</strong></td>
<td>1</td>
<td>Award</td>
<td>1 000</td>
<td>41</td>
<td>80 pages based on the SAEM for the business sector</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Prize</td>
<td>500</td>
<td>29</td>
<td>60 pages based on the SAEM for the business sector</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Certificate</td>
<td>250</td>
<td>21</td>
<td>40 pages based on the SAEM for the business sector</td>
</tr>
<tr>
<td><strong>SME SECTOR</strong></td>
<td>1</td>
<td>Award</td>
<td>1 000</td>
<td>34</td>
<td>45 pages based on the SAEM for the SME sector</td>
</tr>
<tr>
<td><strong>PUBLIC SERVICE SECTOR</strong></td>
<td>1</td>
<td>Award</td>
<td>1 000</td>
<td>41</td>
<td>80 pages based on the SAEM for the public service sector</td>
</tr>
<tr>
<td>(central &amp; provincial govt. &amp; parastatals)</td>
<td>2</td>
<td>Prize</td>
<td>500</td>
<td>29</td>
<td>60 pages based on the SAEM for the public service sector</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Certificate</td>
<td>250</td>
<td>21</td>
<td>40 pages based on the SAEM for the public service sector</td>
</tr>
<tr>
<td>Sector</td>
<td>Level</td>
<td>Recognition for Winners</td>
<td>Max. Score</td>
<td>Number of Criterion Parts to be Addressed</td>
<td>Maximum Application Document Length (one-sided pages)</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------</td>
<td>-------------------------</td>
<td>------------</td>
<td>------------------------------------------</td>
<td>-------------------------------------------------------</td>
</tr>
<tr>
<td>LOCAL GOVERNMENT</td>
<td>1</td>
<td>Award</td>
<td>1 000</td>
<td>41</td>
<td>80 pages based on the SAEM for the local government sector</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Prize</td>
<td>500</td>
<td>29</td>
<td>60 pages based on the SAEM for the local government sector</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Certificate</td>
<td>250</td>
<td>21</td>
<td>40 pages based on the SAEM for the local government sector</td>
</tr>
</tbody>
</table>

**Notes:**

An SME may participate in the business sector, but not in both the SME and the business sector simultaneously. The SME must be owned by a natural person or be a juristic person.

The Level 3 entry has been designed for organisations or organisational units that have embarked on the journey of excellence.

**3. Levels of Recognition**

A winner in a particular year is defined as a recipient of the Excellence Award, or the Excellence Prize, or the Excellence Certificate for that particular year.

A finalist is defined as a recipient of a Certificate of Recognition for Excellence.

**3.1 South African Excellence Awards**

**Level 1 entry**

The South African Excellence Award may be awarded to the best applicant in each sector.

In essence, such an organisation should have scored at least 500 points and have high scores in all the Criterion Parts. The South African Excellence Award is a prestigious award and its recipient must be a truly exceptional organisation — an organisation that has demonstrated that it is indeed a role model.
3.2 South African Excellence Prizes

Level 2 entry

An Excellence Prize may be awarded to the best applicant in each sector.

3.3 South African Excellence Certificates

Level 3 entry

An Excellence Certificate may be awarded to the best applicant in each sector.

3.4 Finalists

A finalist is an organisation that the Panel of Judges considers as a worthy runner-up to the winner in the particular sector and level of participation.

Having been awarded a site visit does not imply that the applicant qualifies as a finalist.

The Panel of Judges may award one or more Certificates of Recognition for Excellence to finalists in each sector and at each level of participation.

3.5 Recognition of Best Practices

Certificates of Recognition of Best Practices may be issued to applicants demonstrating that they deploy best practices in one or more areas of operation.

4. Why Your Organisation Should Participate

4.1 Benefits of Participating

Participating in the 2005 Excellence Awards Programme offers the following benefits:

- Participation provides an opportunity to document “how well your organisation operates” within the context of the South African Excellence Model Criteria. This information can then be shared with your stakeholders.

- Independent Assessors will evaluate the level of performance excellence practised in your organisation. This Feedback Report will give you an indication of “how good your organisation really is” when assessed against the criteria of the South African Excellence Model.
The most significant benefit is the Feedback Report capturing the organisation’s strengths and areas for improvement. This information could be incorporated in your organisation’s future strategic plans and improvement programmes.

Both the Application Document and the Feedback Report may be used to reflect the transparency and accountability of your organisation.

The names of winners and finalists will appear in a SAEF publication on recognition of performance excellence achievers.

### 4.2 Benefits for Winners and Finalists

- The Excellence Award, Excellence Prize or Excellence Certificate, depending on the level of entry, becomes the property of the adjudicated winner.

- As an Excellence Award winner, your organisation will gain status and recognition as a role model.

- Winners will be entitled to use the SAEF logo with the wording “2005 SA Excellence Award Winner”, “2005 SA Excellence Prize Winner”, or “2005 SA Excellence Certificate Winner” adjacent to the logo, as the case may be, in their organisation’s vision and mission statements, letterheads, corporate brochures, newsletters, calendars, corporate gifts, training material, posters, business cards, website, banners and flags, advertisements, compliments slips, invoices, delivery notes and annual report.

- Winners and finalists may accentuate their achievements through generating publicity in the media.

- Being a winner or a finalist will instil added confidence in the leadership and capabilities of the organisation among its stakeholders and potential customer base.

- Being a winner or a finalist will enhance organisational loyalty and ownership – people wish to associate themselves with winners and to be part of a winning team.

- Being a winner or a finalist will enhance your organisation’s competitive edge when submitting tenders and negotiating new business opportunities.

### 5. Who may Participate

#### 5.1 Business Sector

The following South African based entities may participate in the business sector:

- Holding companies, private companies ["(Pty) Ltd"], public companies ["Ltd"], entities employing more than 200 full-time employees.

- Subsidiary companies.
- Units of holding companies or units of subsidiary companies, operating as cost centres, such as factories, research departments and service departments.

- Close corporations employing more than 200 full-time employees.

- An association not exceeding 20 members operating a business for gain under a trade name and employing more than 200 full-time employees. The organisation needs to participate under its trade name.

- A society, or club or institute being an association of members with a common interest operating on a not-for-gain basis.

- Section 21 not-for-gain companies.

- Small and medium enterprises (SMEs) employing 200 or fewer full-time employees. The SME must be owned by a natural person or be a juristic person.

**Note:** Applicants that are companies must provide SAEF with their company registration number and VAT number. Applicants that are not companies must provide SAEF with a VAT number.

### 5.2 Small and Medium Size Enterprises (SMEs) Sector

The following South African based organisations may participate in this sector:

- Holding companies, private companies ["(Pty) Ltd"], or public companies ["Ltd"] employing 200 or fewer full-time employees.

- Companies, private or public, with no subsidiaries and employing 200 or fewer full-time employees.

- Close corporations employing 200 or fewer full-time employees.

- An association not exceeding 20 members operating a business for gain under a trade name and employing 200 or fewer full-time employees. The organisation needs to participate under its trade name.

**Notes:** An SME may participate in the business sector but not in both the business sector and the SME sector simultaneously.

Applicants that are companies must provide SAEF with their company registration number and VAT number. Applicants that are not companies must provide SAEF with a VAT number.

### 5.3 Public Service (Central and Provincial Governments and Parastatals) Sector

The following South African public service organisations may participate in this sector:
- Units operating within the central government rendering services on a not-for-gain basis, utilising tax-based funding.
- Units operating within the provincial government rendering services on a not-for-gain basis, utilising tax-based funding.
- Units operating within parastatals rendering services on a not-for-gain basis, utilising tax-based funding.

5.4 Local Government Sector

The following South African local government organisations may participate in this sector:

- Local governments.
- Units of local governments, funded from taxation, rendering services on a not-for-gain basis.

5.5 Profile of a Potential Excellence Award Winner

The typical profile of a potential Award winner can be characterised as follows:

- The leaders visibly demonstrate their commitment to a culture of performance excellence.
- There is sound evidence of a culture of continuous performance improvement throughout the organisation over the past 3 - 5 years.
- The organisation’s key results have been improving for 3 – 5 years and some are best-in-class.
- The organisation has a number of organisation-wide improvement programmes.
- The organisation will have assessed itself against the South African Excellence Model and scored at least 500 points.
- There is a culture of ongoing benchmarking against best practices and best-in-class in the organisation.

5.6 General Rules for Eligibility

The following rules apply:

- The applicant must not have won the Excellence Award in the last 5 years.
- An SME that won an Excellence Award in the SME sector in the last 5 years may participate in the business sector.

Prospective applicants are advised to check their eligibility in the various award sectors with the Award Administrator prior to drafting the Application Document.

6. How to Apply

6.1 The Letter of Intent to Participate in the 2005 Awards Programme

It is a prerequisite that organisations wishing to participate in the 2005 Awards Programme submit a “Letter of Intent to Participate in the 2005 Awards Programme” to the SAEF Awards Office on or before the due date for submission of this letter. The application fees must reach the Awards Office on or before the final submission date of the Letter of Intent to Participate in the 2005 Awards Programme.

Only organisations that have submitted a Letter of Intent to Participate in the 2005 Awards Programme will be allowed, if approved, to participate in the 2005 Awards Programme.

See ANNEXURE B: Letter of Intent to Participate in the 2005 Awards Programme

**PLEASE NOTE**

The final submission date of the Letter of Intent to Participate in the 2005 Awards Programme at the SAEF Awards Office is at 12:00 on 29 April 2005. LATE ENTRIES WILL NOT BE ACCEPTED.

No award fees paid will be refunded.

6.2 Application Form

See ANNEXURE C: 2005 South African Excellence Award Application Form

6.3 Timetable

TABLE 2 shows the key dates of the 2005 award cycle.

**TABLE 2: Key Dates of the 2005 Award Cycle**

<table>
<thead>
<tr>
<th>Dates</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 March 2005</td>
<td>Call for Award Assessors.</td>
</tr>
<tr>
<td>15 April</td>
<td>Closing date for Award Assessors’ response to Call for Award</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
</tr>
<tr>
<td>-------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>29 April</td>
<td>Due date for submission of Letter of Intent to Participate in the 2005 Awards Programme. <strong>(LATE ENTRIES WILL NOT BE ACCEPTED. SUBMISSION OF THE LETTER OF INTENT IS A PREREQUISITE FOR PARTICIPATING IN THE 2005 AWARDS PROGRAMME. NO EXCEPTIONS WILL BE MADE.)</strong></td>
</tr>
<tr>
<td>29 July</td>
<td>Final submission date of Application Form and Application Document. <strong>(NO LATE ENTRIES WILL BE ACCEPTED.)</strong></td>
</tr>
<tr>
<td>1 – 12 August</td>
<td>Present Assessors’ names to applicant for approval. Dispatch Applications to Assessors.</td>
</tr>
<tr>
<td>15 August</td>
<td>Senior Award Assessor Training.</td>
</tr>
<tr>
<td>16 August</td>
<td>Award Assessor Training.</td>
</tr>
<tr>
<td>18 August</td>
<td><strong>Stage 1:</strong> Start of Independent Assessment Review (approximately 6 weeks).</td>
</tr>
<tr>
<td>30 September</td>
<td>Individual Assessment Reports and Individual Score Sheets to Awards Office and Senior Assessors.</td>
</tr>
<tr>
<td>1 – 7 October</td>
<td>Senior Assessors compile overall Independent Assessment Review Reports. Team members prepare for Consensus Meeting.</td>
</tr>
<tr>
<td>10 – 14 October</td>
<td><strong>Stage 2:</strong> Consensus Review Meetings (max. 2 days).</td>
</tr>
<tr>
<td>14 October</td>
<td>Senior Assessors submit Consensus Score Sheets plus the Senior Assessor Overview Report to Awards Office.</td>
</tr>
<tr>
<td>18 October</td>
<td>Judges orientation. Panel of Judges meets to recommend applicants to receive site visits. Awards Office notifies Senior Assessors and successful applicants immediately.</td>
</tr>
<tr>
<td>19 – 28 October</td>
<td>Assessment Teams plan site visits with applicants.</td>
</tr>
<tr>
<td>31 October</td>
<td>Senior Assessors submit to Awards Office the Feedback Reports to non-site visit applicants.</td>
</tr>
<tr>
<td>31 October to 4 November</td>
<td><strong>Stage 3:</strong> Site visits (maximum 3 days).</td>
</tr>
<tr>
<td>11 November</td>
<td>Deadline for submission of Stage 3 Feedback Reports to Awards Office.</td>
</tr>
<tr>
<td>24 November</td>
<td><strong>Stage 4:</strong> Panel of Judges meets to select winners.</td>
</tr>
<tr>
<td>30 November</td>
<td>Dispatch of Feedback Reports to non-site visit applicants.</td>
</tr>
<tr>
<td>17 February 2006</td>
<td>Presentation of 2005 Excellence Awards, Prizes and Certificates. Feedback Reports to all applicants having received site visits.</td>
</tr>
<tr>
<td>24 February 2006</td>
<td>Applicants, Panel of Judges and Assessors submit to Awards Office the respective Stakeholder Questionnaires and Assessment Feedback Reports of the 2005 Awards Programme.</td>
</tr>
</tbody>
</table>

*These dates are subject to change.*
6.4 Presentation of Information in Application Document

TABLE 3 sets out the requirements of the Application Document.

TABLE 3: Application Document Requirements

<table>
<thead>
<tr>
<th>Issue</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language</td>
<td>English.</td>
</tr>
<tr>
<td>Script</td>
<td>Arial. Font no smaller than 10 pt.</td>
</tr>
<tr>
<td>Format</td>
<td>Numbered pages and paragraphs.</td>
</tr>
<tr>
<td>Presentation</td>
<td>Bound in book or report format.</td>
</tr>
<tr>
<td>Length</td>
<td>No more than the prescribed number of one-sided pages that address the Criterion Parts as set out in TABLE 1. This excludes the title page, the copy of the Application Form, the table of contents and the overview. Any pages submitted in excess of the prescribed number will not be taken into account in assessing the Application.</td>
</tr>
<tr>
<td>Number of copies</td>
<td>15 identical copies plus one copy in electronic format</td>
</tr>
<tr>
<td>Contents</td>
<td>1. Title page</td>
</tr>
<tr>
<td></td>
<td>Name of organisation</td>
</tr>
<tr>
<td></td>
<td>Physical and postal address</td>
</tr>
<tr>
<td></td>
<td>Date of application</td>
</tr>
<tr>
<td></td>
<td>Sector and level of participation</td>
</tr>
<tr>
<td></td>
<td>2. Copy of Application Form signed by Applicant’s Highest Ranking Official or His/her Representative</td>
</tr>
<tr>
<td></td>
<td>Note</td>
</tr>
<tr>
<td></td>
<td>The signature confirms that:</td>
</tr>
<tr>
<td></td>
<td>• All the information contained in the Application is correct</td>
</tr>
<tr>
<td></td>
<td>• The fees will be paid</td>
</tr>
<tr>
<td></td>
<td>• All requirements of the submission and eligibility rules have been met.</td>
</tr>
<tr>
<td></td>
<td>3. Table of Contents</td>
</tr>
<tr>
<td></td>
<td>4. Overview – Executive Summary</td>
</tr>
<tr>
<td></td>
<td>A summary of up to 4 pages of information about the applicant and its activities to orientate the reader, which could include:</td>
</tr>
<tr>
<td></td>
<td>• History</td>
</tr>
<tr>
<td></td>
<td>• Key organisation factors or business drivers</td>
</tr>
<tr>
<td></td>
<td>• Organisation chart</td>
</tr>
<tr>
<td></td>
<td>• Principal products and services</td>
</tr>
<tr>
<td></td>
<td>• Basic values and objectives</td>
</tr>
</tbody>
</table>
5. Main Body of Document

The length of this section must not exceed the number of one-sided pages as specified in TABLE 1.

This section captures the essence of the Application, namely the “what” and “how” the organisation operates and its key organisation results.

The content must be closely aligned with the 11 South African Excellence Model Criteria. Use the wording of the Criteria and Criterion Parts for the titles in section 5.

Note

- The SAEF Award Application Writing Workshop provides guidance on compiling the Application Document.
- No annexures are allowed.

### TABLE 4: Application Fees

<table>
<thead>
<tr>
<th>Sector</th>
<th>Level</th>
<th>Application Fee for Members (VAT excl.) in Rand</th>
<th>Application Fee for Non-members (VAT excl.) in Rand</th>
</tr>
</thead>
</table>

6.5 Fees

TABLE 4 shows the application fees for participation.

The application fees include attendance by one representative of the applicant of the one-day SAEF Award Application Workshop, assessment of the Application Document and the Feedback Report, but excludes travel and accommodation expenses of the Assessors to conduct the site visits, which expenses will be for the account of the applicant.
### 6.6 Costs and Remuneration

The Award Assessors render their services (actual time spent) to conduct the assessments, attend consensus meetings and conduct site visits on a totally voluntary basis without remuneration.

Accommodation, meals and travelling expenditure of the Assessor Team conducting the site visit will be for the account of the applicant. A maximum of a three-star level of accommodation is allowed. Hired cars may be 1600 cc or less. Air fares are economy class.

For site visit purposes the onus is on the applicant to make the travel and accommodation arrangements in consultation with the Senior Assessor and the Award Administrator.

### 6.7 SAEF Contact Details

The Award Administrator  
Room 112  
Building 41  
CSIR Campus  
Meiring Naudé Road  
Brummeria  
Pretoria

PO Box 173  
Persequor Park  
0020

Phone: +27 349 2765  
Fax: +27 12 349 1800  
Email: awards@saef.co.za or www.saef.co.za

### 7. Help for Applicants
7.1 Liaison with SAEF

Awards Programme participants and potential participants are invited to consult the Award Administrator on issues pertaining to the Awards Programme. Organisations that envisage participation are strongly advised to discuss their eligibility with the Award Administrator prior to drafting their Application Document.

7.2 Publications

Prospective applicants are advised to consult the specific publication *Criteria for Performance Excellence and Guidelines for Self-Assessment* applicable to the particular sector and level in which participation is envisaged, prior to drafting the Application Document. These publications can be purchased from the South African Excellence Foundation ([www.saef.co.za](http://www.saef.co.za)).

8. Confidentiality

SAEF shall:

a) protect the confidentiality of the applicant’s obvious or claimed confidential information in the same manner in which it protects the confidentiality of its own proprietary and confidential information. SAEF shall not be considered to be in breach of the terms of this undertaking if it adheres to these standards of care;

b) treat all such information obtained as confidential towards third parties and use it for the sole purpose of the Awards Programme and to disclose same to SAEF employees, Assessors and Judges only on a need-to-know basis;

c) accept responsibility for the observance of this Confidentiality Agreement by SAEF employees, Assessors and Judges; and

d) refrain from revealing the names of applicants, excluding those of the winners and finalists. The names of the winners and finalists will only be revealed at the Awards Event.

9. Acceptance of Applications

The South African Excellence Foundation reserves the right to reject any Application that does not meet the requirements pertaining to “Who may Apply” or “How to Apply” set out in this document. The Excellence Foundation further reserves the right to reject any Application where the content of the Application Document does not justify the assignment of an Award Assessor Team to assess such Application Document.

10. How Organisations are assessed

10.1 Professionalism, Integrity and Credibility
The SAEF Board of Directors, the Panel of Judges, the Awards Office and the Award Assessors will conduct the Awards Programme in a professional way to ensure the integrity and credibility of this prestigious national Awards Programme.

Contents

10.2 The Awards Programme in a Nutshell

Your Application Document will be assessed by a team of 3 – 6 independent Assessors, depending on the level of participation.

These Assessors are drawn from, amongst others, the ranks of experienced practising managers, academics and quality professionals trained as Assessors in assessing Application Documents based on the South African Excellence Model.

The names of the Assessor Team will be submitted to the applicant for its approval, prior to the assignment of Assessors to particular teams.

Your Application Document will be assessed and scored in accordance with criteria set for the sector and level in which your organisation is participating.

Assessors assess the Application Document individually. The Assessor Team then convenes and determines a consensus score and obtains consensus on the strengths and areas for improvement.

Applicants, whose Application Documents score in excess of an appropriate level, receive a site visit from the Assessor Team to check the validity of the Application Document, to clarify issues of understanding and to refine the assessment.

The Panel of Judges selects the winners and finalists.

It is possible that no winner or finalist in a particular level of a sector is declared.

Every participant receives an assessment Feedback Report capturing the organisation’s strengths, areas for improvement and scores.

Contents

10.3 The Content of the Application Document: Important Elements to keep in Mind

The section “Support Material” in the Application Document captures the essence of the Application, namely “how” the organisation operates, “what” it achieves and its key organisation results.

The content must be closely aligned with the South African Excellence Model Criteria.

The model is non-prescriptive and allows freedom to present your organisation’s information that is relevant to your organisation’s specific situation.

The wording of the Criteria and Criterion Parts must be used for the titles in the support material.
The South African Excellence Model illustrates that Customer Satisfaction, People (employee) Satisfaction, Impact on Society and Supplier and Partnership Performance are achieved through Leadership driving Policy and Strategy, Customer and Market Focus, People Management, Resources and Information Management, and Processes, leading ultimately to excellence in Business Results.

Furthermore, in presenting the information for assessment, the applicant must bear in mind the 8 fundamental concepts of excellence, namely:

- Results orientation
- Customer focus
- Leadership and consistency of purpose
- Management by process and facts
- People development and involvement
- Continuous learning, innovation and improvement
- Partnership development
- Social responsibility

The Enabler Criteria

The Assessor scores each part of the Enabler Criteria (how the organisation operates and conducts its business and “what” it achieves) on the basis of the combination of two factors: the degree of excellence in the organisation’s approach to a Criterion Part, and the degree of deployment of the approach in the organisation.

Information is required on how the organisation approaches each Criterion and Criterion Part. The information must be presented in a concise, unambiguous and factual manner, and needs to be substantiated by evidence.

Elements that Assessors will consider in their assessment and scoring of your organisation’s approaches are:

- The appropriateness of the methods, tools and techniques used
- The degree to which the approach is systematic and prevention-based
- The use of review cycles with respect to organisation effectiveness
- Whether the approaches make provision for improvement actions resulting from review cycles
- The degree to which the approach has been integrated into normal operations.

The information must also capture the extent to which the organisation deploys its approaches in conducting its operations and business – vertically through all levels of the organisation and horizontally through all areas and activities. Some qualification and evidence of deployment must be provided.
The Results Criteria

Information is required on what the organisation has achieved and is achieving with respect to each Criterion Part.

The information should include:

1. The parameters your organisation uses to measure results. Ideally trends of data over the past 3 years or more should be given to illustrate each parameter:
   - your organisation’s own targets
   - your organisation’s actual performance
   and, where possible,
   - the performance of competitors or similar organisations
   - the performance of best-in-class organisations.

2. The rationale behind the parameters chosen and presented and how they cover the range of your organisation’s activities. The scope of the Results is an important consideration for the Assessors.

3. Evidence is required of the relative importance of each of the parameters presented.

   In the case of financial business results, data may be presented in the form of an index and/or trend rather than in absolute terms to avoid disclosure of sensitive information.

   To allow comparisons to be made conveniently, it would be helpful if a single chart was provided for each parameter, showing the trends: actual versus target, or actual versus competitor data, or actual versus best practice.

   A brief commentary that demonstrates an understanding of the significant figures and data trends presented is desirable.

   It is possible that excellent results will not be accommodated by positive trends, for example the retention, in difficult times, of a dominant market share. In such circumstances, applicants should provide sufficient annotations in the Application Document to make their achievements clear to the Assessors.

   Comparisons with external organisations, whether competitors or best-in-class, are encouraged. The words “wherever possible” are used because such comparisons are not always possible or meaningful. This will often be the case for financial results.

Criteria Linkages

Assessors will be looking for consistency in the information presented across and between the Criteria of the South African Excellence Model.

The SAEM provides a framework for organisations to apply organisational self-assessment and to use the self-assessment results to implement improvement.
initiatives. The full value of the model is derived from an understanding of the relationships between Criteria. If a process is said to be a key process in an Enabler Criterion, then results related to the performance of this process should appear in one of the Results Criteria.

Whilst all 11 Criteria are linked, some relationships are particularly clear, for example, People Management and People Satisfaction, Resources and Information Management, Processes and Business Results.

Assessors will expect linkages between Policy and Strategy and the Results Criteria.

The Assessors will be looking for the linkages confirming that Customer Satisfaction, People (employee) Satisfaction, Impact on Society and Supplier and Partnership Performance are achieved through Leadership driving Policy and Strategy, Customer and Market Focus, People Management, Resources and Information Management and Processes, leading ultimately to excellence in organisation Results.

Where clear linkages are demonstrated in the way the organisation functions this provides evidence of a cohesive and well managed organisation. However, the absence of any clear linkages suggests that the organisation functions in a fragmented or less well managed way.

The Assessors will wish to establish the extent to which the fundamental concepts of excellence underpinning the South African Excellence Model reflect in the culture, approaches and activities of the organisation.

Contents

11. How Organisations are Scored

Scoring the Enabler Criteria

The Assessors score each Criterion Part of the Enabler Criteria on the basis of the combination of two factors: the degree of excellence of the approaches of the organisation, and the degree of deployment of the approaches of the organisation.

Approach is concerned with the methods the organisation uses to address each of the Criterion Parts. In scoring the degree of excellence of the organisation’s approaches, the Assessors will consider:

- The appropriateness of the methods, tools and techniques used
- The degree to which the approach is systematic and prevention-based
- The use of review cycles
- The implementation of improvements resulting from review cycles
- The degree to which the approach has been integrated into normal operations.

Deployment is concerned with the extent to which the approach has been implemented to its full potential.

The score given will take account of appropriate and effective application of the approach:
- Vertically through all relevant levels
- Horizontally through all relevant areas and activities
- In all relevant processes
- To all relevant products and services.

Assessors could use CHART 1 to score Enabler Criterion Parts.

**CHART 1: Approach Scoring Guidelines**

<table>
<thead>
<tr>
<th>Approach</th>
<th>Score</th>
<th>Deployment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Anecdotal or non-value scoring.</td>
<td>0%</td>
<td>▶ Little effective usage.</td>
</tr>
<tr>
<td>• Some evidence of soundly based approaches and prevention-based systems.</td>
<td></td>
<td>▶ Applied to about one-quarter of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Subject to occasional review.</td>
<td>25%</td>
<td>▶ Applied to about one-quarter of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Some areas of integration into normal operations.</td>
<td></td>
<td>▶ Applied to about half of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Evidence of soundly based systematic approaches and prevention-based systems.</td>
<td></td>
<td>▶ Applied to about three-quarters of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Subject to regular review with respect to business effectiveness.</td>
<td>50%</td>
<td>▶ Applied to about half of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Integration into normal operations and planning.</td>
<td></td>
<td>▶ Applied to about three-quarters of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Clear evidence of soundly based systematic approaches and prevention-based systems.</td>
<td></td>
<td>▶ Applied to about three-quarters of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Clear evidence of refinement and improvement business effectiveness through review cycles.</td>
<td>75%</td>
<td>▶ Applied to about three-quarters of the potential when considering all relevant areas and activities.</td>
</tr>
<tr>
<td>• Good integration of approach into normal operations and planning.</td>
<td></td>
<td>▶ Applied to full potential in all relevant areas and activities.</td>
</tr>
<tr>
<td>• Clear evidence of soundly based systematic approaches and prevention-based systems.</td>
<td></td>
<td>▶ Applied to full potential in all relevant areas and activities.</td>
</tr>
<tr>
<td>• Clear evidence of refinement and improvement business effectiveness through review cycles.</td>
<td>100%</td>
<td>▶ Applied to full potential in all relevant areas and activities.</td>
</tr>
</tbody>
</table>
• Approach has become totally integrated into normal working patterns.
• Could be used as a role model for other organisations.

Scoring the Results Criteria

Each of the Criterion Parts of the Results Criteria is evaluated according to the degree of excellence and the scope of the results presented.

The Assessors score each Criterion Part of the Results Criteria on the basis of the combination of two factors: the degree of excellence of the results of the organisation, and the scope of the results of the organisation.

In establishing the degree of excellence of results, Assessors will consider:

- Positive trends and/or sustained good performance
- Comparisons with own targets
- Comparisons with external organisations including competitors and best-in-class organisations (whenever applicable)
- Evidence that results are caused by appropriate approaches.

The scope of results will address the extent to which:

- The results cover all relevant areas of organisation
- A full range of results, relevant to the Criterion Part, is presented
- The relevant importance of the results is presented.

Assessors could use CHART 2 to score Result Criterion Parts.

**CHART 2: Result Scoring Guidelines**

<table>
<thead>
<tr>
<th>Results</th>
<th>Score</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anecdotal.</td>
<td>0%</td>
<td>Results address few relevant areas and activities.</td>
</tr>
<tr>
<td>Some results show positive trends and/or satisfactory performance.</td>
<td>25%</td>
<td>Results address some relevant areas and activities.</td>
</tr>
<tr>
<td>Some favourable comparisons with own targets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Many results show strong positive trends and/or sustained good performance.</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>
performance over at least 3 years.

- Favourable comparisons with own targets in many areas.
- Some comparisons with external organisations.
- Some results are caused by approach.

- Most results show strongly positive trends and/or sustained excellent performance over at least 3 years.
- Favourable comparisons with own targets in most areas.
- Favourable comparisons with external organisations in many areas. Many results are caused by approach.

| 75% | Results address most relevant areas and activities. |

- Strongly positive trends and/or sustained excellent performance in all areas over at least 5 years.
- Excellent comparisons with own targets and external organisations in most areas.
- Best-in-class in many areas of activity.

| 100% | Results address all relevant areas and facets of the organisation. |

Scoring: Percentages and Points

Criterion Parts are scored in multiples of 5%.

Percentage scores of Criterion Parts are converted into points according to the weighting allocated to the Criterion Parts.

Contents

12. Cut-off Guideline Scores for Consensus Meetings, Site Visits and Winners

TABLE 5 shows the threshold or cut-off scores that must be achieved for a Consensus Meeting to be held.

TABLE 5 also shows the guideline cut-off scores that need to be achieved for a site visit to be granted.

TABLE 5 shows the guideline cut-off score that the applicant must achieve to be considered as a winner. In order to qualify as a winner, the applicant must achieve a consistently high score across all the Criteria of the Model.
TABLE 5: Cut-off Guideline Scores for Consensus Meetings, Site Visits and selecting a Winner

<table>
<thead>
<tr>
<th>Sector</th>
<th>Maximum Score Obtainable</th>
<th>Cut-off Score required for a Consensus Meeting</th>
<th>Guideline Cut-off Score needed for Site Visit (To be finalised by Panel of Judges)</th>
<th>Guideline Cut-off Score (with a consistently high score in all criteria) needed to be considered as a Winner (To be finalised by Panel of Judges)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUSINESS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 1</td>
<td>1 000</td>
<td>200</td>
<td>300</td>
<td>500 (Role model)</td>
</tr>
<tr>
<td>Level 2</td>
<td>500</td>
<td>100</td>
<td>150</td>
<td>250</td>
</tr>
<tr>
<td>Level 3</td>
<td>250</td>
<td>50</td>
<td>75</td>
<td>125</td>
</tr>
<tr>
<td>SME</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Only one Level)</td>
<td>1 000</td>
<td>200</td>
<td>300</td>
<td>500 (Role model)</td>
</tr>
<tr>
<td>PUBLIC SERVICE (central and provincial govt. &amp; parastatals)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 1</td>
<td>1 000</td>
<td>200</td>
<td>300</td>
<td>500 (Role model)</td>
</tr>
<tr>
<td>Level 2</td>
<td>500</td>
<td>100</td>
<td>150</td>
<td>250</td>
</tr>
<tr>
<td>Level 3</td>
<td>250</td>
<td>50</td>
<td>75</td>
<td>125</td>
</tr>
<tr>
<td>LOCAL GOVERNMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 1</td>
<td>1 000</td>
<td>200</td>
<td>300</td>
<td>500 (Role model)</td>
</tr>
<tr>
<td>Level 2</td>
<td>500</td>
<td>100</td>
<td>150</td>
<td>250</td>
</tr>
<tr>
<td>Level 3</td>
<td>250</td>
<td>50</td>
<td>75</td>
<td>125</td>
</tr>
</tbody>
</table>

Contents

13. Feedback Reports

All applicants will receive a Feedback Report.

Contents

14. Liability of SAEF
The success of the Excellence Awards Programme depends on the integrity and credibility of the Programme.

SAEF will make every effort to conduct the Awards Programme professionally, fairly and in good faith.

All Applicants receive a feedback report at the end of the assessment process. In all cases, the views expressed in the feedback provided are those of the Assessors. All of the comments contained in the Feedback Report are made in good faith. Neither the South African Excellence Foundation nor any member of the Assessor team can be held liable for any damage however incurred by the Applicant as a consequence of the feedback provided at the end of the assessment process.

In the spirit of continuous improvement, where necessary, the SAEF will facilitate discussion between the Applicant and Assessor team to ensure the feedback is understood as well as the evidence on which it is based. The SAEF’s focus is on ensuring that all organisations have valid and usable feedback reports. There is no right of appeal by Applicants against the level of recognition achieved or the contents of the feedback report.

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15. Appeals

Applicants have no right of appeal against the level of recognition given, the content of the Feedback Report, assigned scores, or otherwise.

Contents

16. What is expected of Winners and Finalists and Those that received Certificates of Commendation

- SAEF appeals to Excellence Award winners to make edited copies of their successful Application Document available to organisations that wish to purchase such a copy. However, Excellence Award winners are not required to share their proprietary confidential information, even if such information was part of their Application Document.

- In the year following the year of their successful Application, winners and finalists are expected to share their experiences and practices at conferences and seminars organised by the South African Excellence Foundation.

- Winners and finalists are encouraged to document their best practices and to make such available to the South African Excellence Foundation for publication on its website (member-access section only).

Contents

17. Previous Winners, Finalists and Those who received Certificates of Commendation

A&D Holdings
ABSA Card Division
ABSA Group Operations
There are many approaches to achieving sustainable organisational excellence. The South African Excellence Model is a non-prescriptive framework. Within the non-prescriptive approach there are some basic concepts which underpin the South African Excellence Model.

The following list is not meant to be exhaustive.

- Results Orientation
Excellence is dependent upon balancing and satisfying the needs of all relevant stakeholders (this includes employees, customers, suppliers and society at large, as well as those with a financial interest in the organisation).

- **Customer Focus**

  The customer is the final judge of the product and service quality. Customer loyalty, retention and market share gain are best optimised through a clear focus on the needs of current and potential customers.

- **Leadership and Consistency of Purpose**

  The behaviour of an organisation’s leaders creates a clarity and unity of purpose within the organisation and an environment in which the organisation and its people can excel.

- **Management by Processes and Facts**

  Organisations perform more effectively when all inter-related activities are understood and systematically managed, and decisions concerning current operations and planned improvements are made using reliable information that includes stakeholder perceptions.

- **People Development and Involvement**

  The full potential of an organisation’s people (employees) is best released through values and a culture of trust and empowerment, which encourages the involvement of everyone.

- **Continuous Learning, Innovation and Improvement**

  Organisational performance is maximised when it is based on the management and sharing of knowledge within a culture of continuous learning, innovation and improvement.

- **Partnership Development**

  An organisation works more effectively when it has mutually beneficial relationships, built on trust, sharing of knowledge and integration, with its partners.

- **Social Responsibility**

  The long-term interests of the organisation and its people are best served by adopting an ethical approach and exceeding the expectations and regulations of the community at large pertaining to its social responsibility.

Contents
ANNEXURE B

Letter of Intent to Participate in the 2005 Awards Programme

Name of organisation:
Full physical address:
Postal address:
Company registration No.: VAT No.:
Name of contact person:
Position:
Tel.: Cell:
Fax: Email:
Contact details if different from above:

Name of highest ranking official:
Position:
Tel.: Cell:
Fax: Email:

GENERAL INFORMATION

Our organisation is applying to enter the following sector/level:

<table>
<thead>
<tr>
<th>Sector</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business sector</td>
<td></td>
</tr>
<tr>
<td>Small and medium enterprises (SMEs) sector</td>
<td></td>
</tr>
<tr>
<td>Public service sector (central and provincial govt. &amp; parastatal organisations)</td>
<td></td>
</tr>
<tr>
<td>Local government sector</td>
<td></td>
</tr>
</tbody>
</table>

An organisation with 200 or fewer employees should enter as an SME – this does not apply to the public sector. An SME may compete in the business sector.

Total number of employees:
Location of principal site of the applicant organisation:

If the Applicant is a Unit of a Larger Organisation:

Name the parent organisation and describe the relationship (if necessary attach organisation chart).

I, the undersigned, authorised thereto, hereby approve our Application for participation in the 2005 Excellence Awards Programme, subject to the rules and conditions published by the South African Excellence Foundation.

Signature: _____________________________  Date: _____________

Contents
ANNEXURE C

**2005 South African Excellence Award Application Form**

<table>
<thead>
<tr>
<th>Name of organisation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full physical address:</td>
</tr>
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</tr>
<tr>
<td>Company registration No.:</td>
</tr>
<tr>
<td>Name of contact person:</td>
</tr>
<tr>
<td>Position:</td>
</tr>
<tr>
<td>Tel.:</td>
</tr>
<tr>
<td>Fax:</td>
</tr>
<tr>
<td>Contact details if different from above:</td>
</tr>
<tr>
<td>Name of highest ranking official:</td>
</tr>
<tr>
<td>Position:</td>
</tr>
<tr>
<td>Tel.:</td>
</tr>
<tr>
<td>Fax:</td>
</tr>
</tbody>
</table>

**GENERAL INFORMATION**

Our organisation is applying to enter the following sector/level:

<table>
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<th>Sector</th>
<th>Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business sector</td>
<td></td>
</tr>
<tr>
<td>Small and medium enterprises (SMEs) sector</td>
<td></td>
</tr>
<tr>
<td>Public service sector (central and provincial govt. &amp; parastatal organisations)</td>
<td></td>
</tr>
<tr>
<td>Local government sector</td>
<td></td>
</tr>
</tbody>
</table>

_An organisation with 200 or fewer employees should enter as an SME – this does not apply to the public sector. An SME may compete in the business sector._

Total number of employees:
Location of principal site of the applicant organisation:

**If the Applicant is a Unit of a Larger Organisation:**

Name the parent organisation and describe the relationship (if necessary attach organisation chart).

I, the undersigned, authorised thereto, hereby approve our Application for participation in the 2005 Excellence Awards Programme, subject to the rules and conditions published by the South African Excellence Foundation.

Signature: _____________________________  Date: _____________
The South African Excellence Award is composed of two waving platinum leaves and stands 410 mm high.

The Excellence Award symbolises the reach for excellence.

The two leaves representing partnership and unity are held in a base of crystal representing diversity and transparency, with the name of the winner engraved in the crystal. A medallion, which bears the two leaves, is encircled by the inscription “South African Excellence Foundation” and bonds the two leaves together.

The gold of the medallion and the platinum of the leaves represent the natural resources of South Africa and the potential talents of its people. The rays of the African sun on the medallion serve to remind us of excellence and the illuminating influence of our role models and mentors.

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