Excellence assessment framework
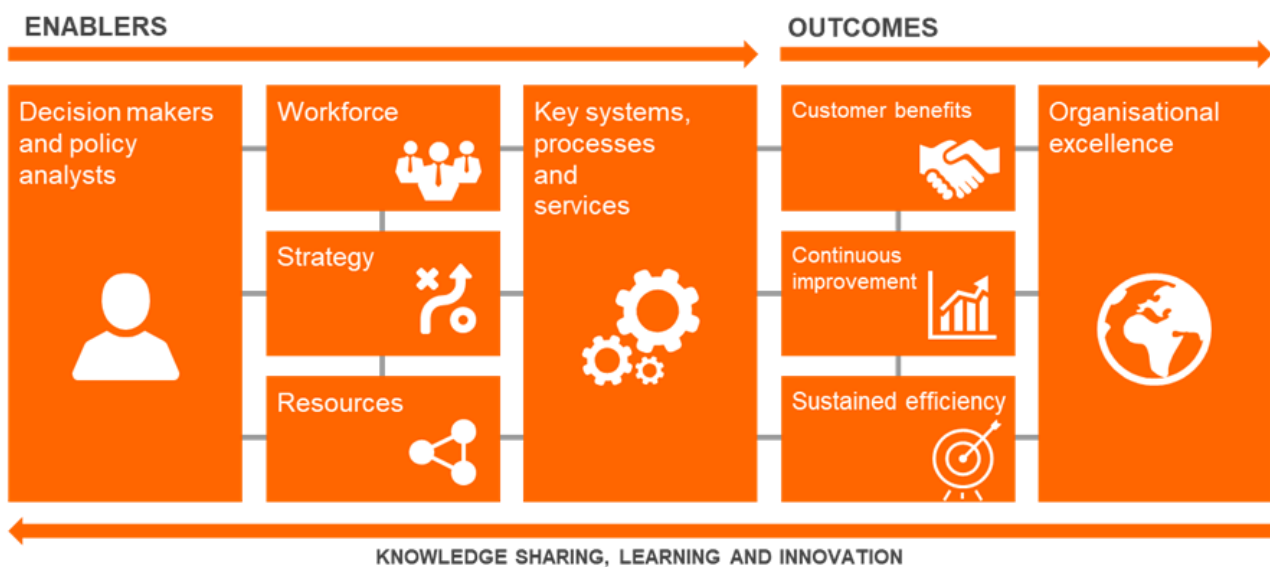
Road Efficiency Group Te Ringa Maimoa (REG)

Excellence Programme

Road Efficiency Group
Te Ringa Maimoa

Ko Tātou LGNZ. | NZ TRANSPORT AGENCY WAKA KOTAHI

# About the Excellence assessment framework

The Excellence framework underpins the REG Excellence assessment.

- Designed by sector professionals and informed by internationally recognised assessment principles
- Objective assessment criteria using existing frameworks
- Uses a RADAR (results, approaches, deployment, assessment and refinement) approach to evaluate performance.
- Considers organisation-wide enablers for success and desired outcomes
- Flexible and adaptable for a range of RCA experiences
- Frames conversations around REG Pillars of Success
- Each pillar contains a series of weighted questions to encourage conversation
- Uses the REG tools for assessment information

ENABLERS → OUTCOMES →

Decision makers and policy analysts	Workforce	Key systems, processes and services	Customer benefits	Organisational excellence
Strategy		Continuous improvement	
Resources		Sustained efficiency	

← KNOWLEDGE SHARING, LEARNING AND INNOVATION

Source: Modified/Adopted from European Foundation for Quality Management Model

Guiding principles
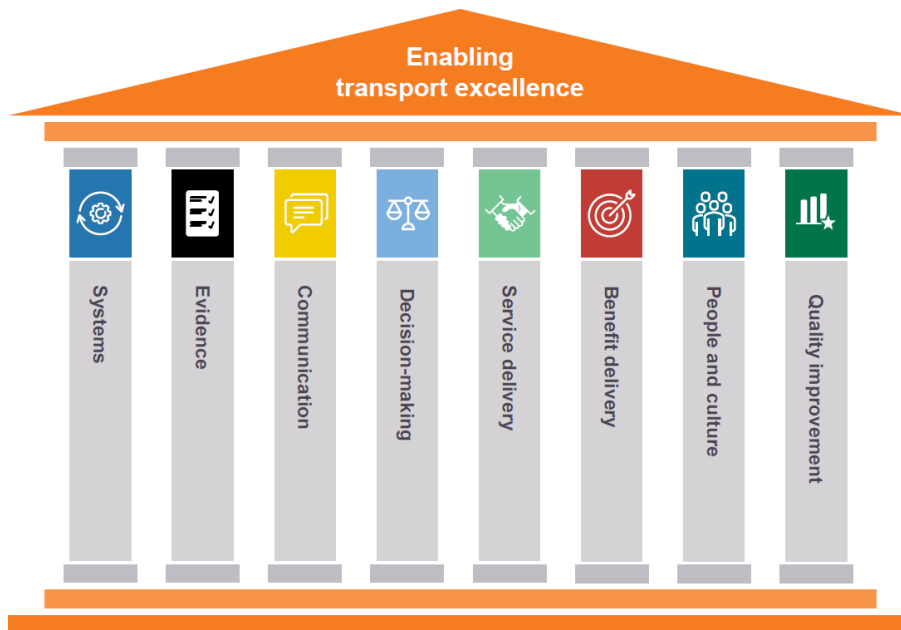
In addition to the Pillars of Success, the Excellence Framework takes account of a set of common guiding principles that includes topics like financial performance, fit for purpose effort and social responsibility.

The Excellence framework bridges various national and international management principles and establishes links with New Zealand's regional and local level documents required to enhance organisational performance. The table below outlines the connection across various national and international principles and those linkages with region and local documents.

The framework takes appropriate account of:

- Central, regional and local land transport plans and activities.
- Relevant international business and performance models.
- REG guidance, tools and resources.
- Best practice asset/activity management and business case principles.
- Office of the Auditor-General requirements
- NZTA Audit and Risk and Treasury's Investor Confidence Rating.

Excellence assessment framework

Performance area	Definition	Desired outcome	Definition of excellence	Framework criteria	Link to REG asset management competencies (v1.6)
People and culture	The values, attitudes and behaviour of people within the organisation.	Positively motivated and capable people, owning quality outcomes.	Teams and organisations achieving excellence in people and culture will have a vision for what needs to be achieved. They will be motivated, passionate and constructive, with high job satisfaction. They will be using the systems they have built; their roles will be clear, and they will be contributing to continuous development. Critical thinking is embraced in these teams and people understand the need for and engage in change processes.	Culture, leadership, capability, resourcing, succession planning, structure, collaboration, knowledge management, utilising asset management competency framework.	2.1 Provide organisational leadership to deliver asset management outcomes 2.2 Enable people to perform well 2.3 Develop and champion an organisationally defined culture 3.3 Expectational knowledge
Systems	The interconnected framework of accountabilities, timeframes, processes, policies and practices that enable an organisation/sector to function effectively.	Fit for purpose planning and delivery of optimal community outcomes.	Systems excellence is achieved when the sector and organisation's systems effectively support people to know exactly why, what, how and when services are required. Systems that perform at this level will facilitate a sound evidence framework and communications. They will support decision making and the delivery of outcomes leading to the realisation of benefits and meeting KPIs. Systems at this level will integrate with national, regional and local policies and show how these policies apply to local decision-making.	Line of sight, imbedding ONF, use of BCA principles; reporting; levels of service framework; technology; integrated approach from strategic planning to delivery; inputs/process/outputs; IIMM and ISO standards; Treasury AMP maturity assessment.	1.1 Apply organisational strategic plan to asset management 3.1 Conceptual knowledge 3.3 Expectational knowledge 4.1 Define the scope of an asset management system 4.3 Identify risks and opportunities 4.4 Define asset management objectives 5.1 Define processes and methods employed in managing assets over their life cycles 5.3 Define options analysis 5.5 Financial and non-financial implications of an asset management plan 5.6 Development of long-term works programmes (3, 10 and 30 years) 6.6 Implement quality management (includes quality, environmental, and health and safety management)

Performance area	Definition	Desired outcome	Definition of excellence	Framework criteria	Link to REG asset management competencies (v1.6)
Evidence	The information that accurately represents a situation and facilitates evidence-based decision making.	Robust evidence	Evidence is fit for purpose, accessible, usable, accurate, and timely.	Fit for purpose evidence base; data quality; collection and reporting of ONF performance metrics; demand and growth; data systems integration and effectiveness; customer / stakeholder satisfaction; utilising analysis tools; benefit realisation reporting is modelled in evidence; confidence of evidence; understanding of the gaps/issues.	3.1 Conceptual knowledge 3.2 Factual knowledge 3.4 Methodological knowledge 4.2 Identify stakeholders and their requirements 4.4 Define asset management objectives 4.5 Identify investment needs and constraints 4.6 Define an asset management system performance framework 7.1 Design and develop performance measures that effectively drive performance improvement
Communicating	The use of clear language to help improve understanding and inspire action.	The audience being communicated with understands what it is about.	Excellence is achieved when clear information is available to all the interested parties at a level they can easily comprehend and pass on if necessary.	Investment story; key messages by audience; engagement strategy; communications with executive teams and governance; executive summary; structure of AMP (use of principles); link to GPS, NLTP, RLTP, LTP; communication of REG outcomes; communication with contractors and consultants; consultation with customers.	4.2 Identify stakeholders and their requirements
Decision making	The art of using data and information to select an option that best addresses issues and leads to the realisation of appropriate outcomes and benefits.	Good quality infrastructure that cost effectively meets the needs of current and future communities.	Excellence is achieved when informed, defendable decisions are consistently made. Those decisions are based on robust evidence resulting in effective asset life cycle management that delivers the required levels of service at optimal whole of life investment.	Use of ONF in decision making, use of RCA KPIs, links to NZTA assessment processes, links to RCA processes, forward works programme, linking evidence to decisions and forward works plan, intervention/ selection/ improvement.	1.1 Apply organisational strategic plan to asset management 4.1 Define the scope of an asset management system 5.2 Define methods and criteria for decision-making and prioritising activities and resources
Service delivery	The provision of advice, information, guidance and/or physical works consistent with the identified outcomes and requirements.	Value-based delivery of defined customer outcomes.	Fit for purpose procurement strategies and smart buyer capabilities are delivering procurement objectives and community outcomes.	Procurement strategy, smart buyer approach, contracts; procurement strategies and smart-buyer self-assessment tools; contracts; embedding AMP outcomes; ONF into procurement; contract management / GA / operational improvement.	4.7 Define the planned approach to procurement 5.4 Determine resource requirements 5.7 How assets are operated and maintained 6.1 Design assets 6.2 Create, acquire, and dispose of assets 6.3 Carry out inspections and defect management 6.4 Develop short-term works programmes 6.5 Prepare and deliver works programmes

Performance area	Definition	Desired outcome	Definition of excellence	Framework criteria	Link to REG asset management competencies (v1.6)
Benefit delivery	The realisation of benefits as an outcome of works and services delivered and in particular; the benefits identified in the strategic case.	Problems are addressed and identified benefits are delivered.	The problems, benefits and outcomes are clearly stated. The delivery of benefits identified in the strategic case are supported by evidence and learning is being assimilated into the organisation as well as shared across the sector.	Strategic case (problems and benefits), LTP/AMP outcomes, delivering on customer outcomes, delivering on customer levels of service.	5.8 Decide how the results will be evaluated 7.2 Evaluate and report on the effectiveness of the processes for managing risks and opportunities 7.3 Evaluate performance against asset management objectives 7.4 Evaluate performance of the asset management system
Quality improvement	The process that moves an organisation towards improved outcomes and fit-for-purpose delivery processes.	Striving to deliver the best for their community.	The organisation is learning and evolving, and where opportunities to learn from progress and mistakes are encouraged and taken up across the organisation.	AMP improvement plan; identification of gaps; identification of opportunities and risks; innovation.	7.5 Manage an improvement plan 8.1 Create a continuous improvement environment 8.2 Identify and develop improvement opportunities 8.3 Evaluate and prioritise improvement opportunities 8.4 Implement continuous improvement initiatives 8.5 Monitor results and sustain improvement

Integration with international best practice and REG Pillars of Success

		People and culture	Systems	Evidence	Communicating	Decision making	Service delivery	Benefit delivery	Quality improvement
	REG Pillars of Success and Excellence assessment performance areas								
International standards and excellence programmes	**Business Case Approach (BCA) in Activity Management[1]**		Current state of the network	Technical levels of service Legislative requirements		Strategic fit Use of Investment Logic Mapping (ILM)	Links to ONRC/ONF customer outcomes	Inclusion of BCA AMP development process	Optimal strategy for operating, maintaining and improving the assets
	International Infrastructure Management Manual (IIMM) [2]		Current state of the network (quantitative indicators)	Legislative requirements Current levels of service Desired levels of service		Financial forecast summary Reliability and confidence estimates Critical asset identification Resilience management approach	Lifecycle management plan	Reporting requirements Potential targets and performance indicators	Future demand Keeping the plan relevant Maintenance response service levels (appendices)
	International Organisation for Standardisation (ISO) Standards[3]	Organisation and people		Link between organisational and asset management objectives		High level financial summary			
	European Foundation for Quality Management (EFQM)[4]	Leadership Creativity and innovation	Driving performance and transformation	Strategic and operational performance	Stakeholder perception/ engaging stakeholders				Creating sustainable value
	Balridge[5]	Senior leadership governance and societal contributions	Strategy development and implementation Operational effectiveness		Information and knowledge management				

[1] NZ Transport Agency Waka Kotahi (NZTA). Viewed 25 June 2024. Business Case Approach.

[2] Institute of Public Works Engineering Australasia (IPWEA). Viewed 25 June 2024. International Infrastructure Management Manual (IIMM).

[3] International Organisation for Standardisation (ISO). 2014. ISO 55000:2014 Asset Management Standard.

[4] European Foundation for Quality Management (EFQM). Viewed 25 June 2024. EQFM Model.

[5] National Institute of Standards and Technology, U.S. Department of Commerce. Viewed 25 June 2024. Baldridge Performance Excellence Program.

		People and culture	Systems	Evidence	Communicating	Decision making	Service delivery	Benefit delivery	Quality improvement
		REG Pillars of Success and Excellence assessment performance areas							
	SAI Global Business Excellence Framework[6]	Leadership (direction, organisational alignment, and sustainable achievement of goals)			Information and knowledge management		Sustainable results		
	Singapore Business Excellence Framework[7]	Leadership (strategic direction)							Development of feedback loop/ knowledge
National and regional strategic documents	**NZTA Risk and Audit**		Compliance checks with NZTA procedures and policies			Validation of processes, systems and personnel to support analysis and asset management decision making			
	ONRC/ONF and data quality		Gap assessment Establishing clear roles and responsibilities of stakeholders	Technical levels of service Road safety Integration of data quality metric framework, expected standard and data categories Co-investor assurance Cost efficiency		Strategic multimodal network planning Urban mobility shifts and Travel demand management plans Integrated land use and spatial planning for growth	Links to ONRC customer outcomes		

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[6] SAI Global. 2007. The Business Excellence Framework.
[7] Enterprise Singapore. 17 November 2018. Business Excellence Framework.

Guiding principles link to NZ/international standards and programmes

	Guiding principles	International standards		International excellence programmes				NZTA and local government programmes		REG Excellence assessment	
		International Infrastructure Management Manual (IIMM)	International Organisation for Standardisation (ISO) Standards ISO 55000 Clause 2.2	EFQM	Baldrige	SAI Global	Singapore BEF	NZTA Business Case Approach	NZTA Risk and Audit	Included?	Performance area
1	Leadership and governance	✓		✓	✓	✓	✓			✓	People and culture
2	Financial performance	✓	✓	✓				✓	✓	✓	Systems
3	Organisational sustainability	✓	✓	✓		✓				✓	Decision making and quality improvement
4	Enhanced customer service	✓		✓	✓	✓	✓	✓		✓	Service delivery
5	Improved results	✓	✓	✓	✓	✓	✓			✓	Benefit delivery
6	Effective risk management	✓	✓						✓	✓	Benefit delivery
7	Accountability/ transparency	✓							✓	✓	Systems and benefit delivery
8	Demonstrated compliance		✓						✓	✓	Systems
9	Information, knowledge and analysis		✓	✓	✓	✓	✓			✓	People and culture, systems, evidence, communicating and quality improvement
10	Human resource utilisation			✓	✓	✓	✓			✓	People and culture
11	Engaging stakeholders			✓			✓	✓		✓	Communicating

	Guiding principles	International standards		International excellence programmes				NZTA and local government programmes		REG Excellence assessment	
		International Infrastructure Management Manual (IIMM)	International Organisation for Standardisation (ISO) Standards ISO 55000 Clause 2.2	EFQM	Baldrige	SAI Global	Singapore BEF	NZTA Business Case Approach	NZTA Risk and Audit	Included?	Performance area
12	Process management				✓	✓	✓	✓		✓	People and culture, systems and decision making
13	Strategy and planning				✓	✓	✓	✓		✓	Systems, decision making and service delivery
14	Fit for purpose effort							✓		✓	Decision making and service delivery
15	Social responsibility		✓							✓	Decision making
16	Validation of processes, systems and personnel								✓	✓	Decision making