BSI Excellence Framework
Business Improvement Solutions

Best practice strategic framework for continual business improvement

Version 2.0
BSI has developed a best practice framework to help you embed continual improvement within your business. Using inputs from tens of thousands of customers across the globe and matched with your input, the best practice framework identifies a solution aligned with your business goals and challenges.

1. Client environment

Individual Name __________________________

Job Title _________________________________

Email ________________________________

Organization ___________________________

How many people does your organization employ & how many people are covered by the scope of this project

<table>
<thead>
<tr>
<th>Organization</th>
<th>Project scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;250 FTE</td>
<td></td>
</tr>
<tr>
<td>251 – 1,000 FTE</td>
<td></td>
</tr>
<tr>
<td>1,001+ FTE</td>
<td></td>
</tr>
</tbody>
</table>

How many sites are covered in the scope of this project (Please specify)

What is the primary industry that you operate in and which do you sell into (Tick all that apply)

<table>
<thead>
<tr>
<th>Your sector</th>
<th>Sell in to</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerospace</td>
<td></td>
</tr>
<tr>
<td>Agriculture</td>
<td></td>
</tr>
<tr>
<td>Automotive</td>
<td></td>
</tr>
<tr>
<td>Construction</td>
<td></td>
</tr>
<tr>
<td>Energy/Utilities</td>
<td></td>
</tr>
<tr>
<td>Financial Services</td>
<td></td>
</tr>
<tr>
<td>Food</td>
<td></td>
</tr>
<tr>
<td>Healthcare</td>
<td></td>
</tr>
<tr>
<td>IT/Telecoms</td>
<td></td>
</tr>
<tr>
<td>Manufacturing</td>
<td></td>
</tr>
<tr>
<td>Public Sector</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td></td>
</tr>
<tr>
<td>Transport</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

2. Business environment and strategy

2.1 During the next six months, how confident is your business about the economic environment and its impact upon your organization?

________________________________________________________________________

2.2 What are the most important strategic goals for your organization over the next two to three years?

________________________________________________________________________

2.3 Our clients inform us some of the most common business motivations to implement and improve business processes are as follows, what are your motivations?

<table>
<thead>
<tr>
<th>Motivation</th>
<th>Unimportant</th>
<th>Important</th>
<th>Unimportant</th>
<th>Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meet tender requirements</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure compliance to regulation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage business risk</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protect your business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve products &amp; services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce likelihood of mistakes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce waste/ defects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attract new customers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (Please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

...And what are your personal motivations?

________________________________________________________________________
2.4 Which management systems do you already have in place, which are you certified to, and which are a focus for the future?

**Current & potential management systems** *(Tick all that apply)*

<table>
<thead>
<tr>
<th>Currently Implemented</th>
<th>Currently certified</th>
<th>Future focus</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality (eg ISO 9001)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborative business relationships (eg BS 11000)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental management (eg ISO 14001)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Energy management (eg ISO 50001)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Risk</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupational Health &amp; Safety (eg OHSAS 18001)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Security (eg ISO/IEC 27001)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cloud security (eg CSA STAR)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business continuity (eg ISO 22301)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-bribery (eg BS 10500)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Asset management (eg ISO 55001)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road traffic safety (eg ISO 39001)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Other Certificates (People, Products, Processes)</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

**Client Journey: Improvement Continuum for Management Systems**

Through BSI’s thousands of client interactions, **four major stages** have been identified that best practice organizations experience when maximising benefits from a management system. These stages are not necessarily sequential.

Which of the following would best describe the **current stage** that **your organization** is at within the improvement continuum. Add also, the stage **you are personally**. Secondly, where would **you and your organization** like to be?

1. **Necessary Evil**
   - Interested in achieving and maintaining certification as a tender requirement.

2. **Grass Roots**
   - Interested in additional benefits but do not yet understand the full benefits and therefore still needs to gain full business support to driving change across the whole organization.

3. **Embraced**
   - Actively review the management systems & will act where improvement opportunities are clear, but do not really see it as a way to drive the business.

4. **Embedded**
   - Management systems & auditing is seen as central to the business & these are embedded as part of culture across the whole organization.
Section 1: Client Journey Best Practice Solutions – Necessary Evil

You have highlighted that your organization aims to maintain your management system at the “Necessary Evil” stage. Best practice organizations ensure they consider the following in order to be as efficient and effective as possible.

We have the internal capability to effectively audit against the clauses of the standard

We manage the corrective action process in a timely & effective manner

We have effective programmes in place to ensure that our senior management understand their role in the management system

We have sound methodologies in place to identify & manage risk

New to the management system

We have the appropriate knowledge in-house to implement and run our management systems

We have the in-house ability to check our readiness to be certified

Proceed to section 5

Section 2: Client Journey Best Practice Solutions – Grass Roots

You have highlighted that your organization is focused on a “Grass Roots” approach for your management system. Best practice organizations ensure they consider the following in order to be as efficient and effective as possible.

We have the internal capability to effectively audit against the clauses of the standard

We manage the corrective action process in a timely & effective manner

Staff have access to accurate and up-to-date company documentation, policies & procedures

We can easily identify, manage & report on our employees training needs

We have effective programmes in place to ensure that our senior management understand their role in the management system

We have sound methodologies in place to identify & manage risk

New to the management system

We have the appropriate knowledge in-house to implement and run our management systems

We have the in-house ability to check our readiness to be certified

Proceed to section 5

Additional notes:
Section 3: Client Journey Best Practice Solutions – Embraced

You have highlighted that your organization is focused on an “Embraced” approach for your management system. Best practice organisations ensure they consider the following to be as efficient and effective as possible.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have the internal capability to effectively audit against the clauses of the standard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We manage the corrective action process in a timely &amp; effective manner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our senior management team understand their true role within the management system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have sound methodologies in place to identify &amp; manage risk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff have access to accurate and up-to-date company documentation, policies &amp; procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We can easily identify, manage &amp; report on our employees training needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have a simple reporting mechanism to demonstrate the value of our management systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have accurate visibility of our suppliers credentials &amp; relevant certifications</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**New to the management system**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have the appropriate knowledge in-house to implement and run our management systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have the in-house ability to check our readiness to be certified</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Proceed to section 5

Section 4: Client Journey Best Practice Solutions – Embedded

You have highlighted that your organization is focused on an “Embedded” approach for your management system. Best practice organisations ensure they consider the following to be as efficient and effective as possible.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have the internal capability to effectively audit against the clauses of the standard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have a system in place to create, plan, schedule, conduct &amp; report audits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We manage the corrective action process in a timely &amp; effective manner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff have access to accurate and up-to-date company documentation, policies &amp; procedures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We can easily identify, manage &amp; report on our employees training needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have a simple reporting mechanism to demonstrate the value of our management systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our senior management team understand their true role within the management system</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have sound methodologies in place to identify &amp; manage risk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have accurate visibility of our suppliers credentials &amp; relevant certifications</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We see the true value of a joined-up approach to our various management systems</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**New to the management system**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have the appropriate knowledge in-house to implement and run our management systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>We have the in-house ability to check our readiness to be certified</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Proceed to section 5
## Section 5: Excellence Framework – Best practice solutions

### Necessary Evil

<table>
<thead>
<tr>
<th>Challenge: Acquire the basic Information about the Management Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Introduction guides or training</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Copy of the Standard Introduction guides *
- Getting started webinars *
- Introduction training

### Grass Roots

<table>
<thead>
<tr>
<th>Challenge: Systems to record MS performance information to highlight where to act</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Tools that record and analyse audit information</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Consolidated reports on our assessment finding
- Action Manager software

### Embraced

<table>
<thead>
<tr>
<th>Challenge: Systems &amp; information to help maintain to guide decision making</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Compliance software and information feeds</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Compliance Manager software Standards update service *

### Embedded

<table>
<thead>
<tr>
<th>Challenge: Information &amp; management processes to track the systems performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach – GRC ** software &amp; information feeds</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Compliance & Knowledge Manager software
- Business performance reporting
- Business performance training - Six Sigma SCREEN ***

---

### Information

<table>
<thead>
<tr>
<th>Challenge: Developing resource &amp; competence to implement &amp; maintain system</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Implementation guides or training</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Implementation guides *
- Implementation webinars *
- Implementation training

### People, Risk and Performance

<table>
<thead>
<tr>
<th>Challenge: Develop skills to identify opportunities for improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Well trained or experienced internal auditors</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Guide to assessing your MS *
- Internal auditor training

<table>
<thead>
<tr>
<th>Challenge: Risk and opportunity management approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical approach - Strong leadership with robust system monitoring &amp; engagement of management across the organisation</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Lead Auditor training
- Internal Auditor & Introduction training for key people throughout the organisation

<table>
<thead>
<tr>
<th>Challenge: Developing risk and performance improvement culture across the organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Well trained people &amp; communication of the role MS has to play in risk management</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Risk management training
- In house training programmes
- Theme specific training

---

### Leadership and Assessment

<table>
<thead>
<tr>
<th>Challenge: Prepare the organization for assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - ‘Gap Analysis’</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Implementation checklist *
- Auditing management system Whitepaper *
- Gap Assessment
- Just for Customers (J4C)

<table>
<thead>
<tr>
<th>Challenge: Securing resources to drive improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Implementing commercial &amp; compliance KPIs &amp; communicating internally importance of system</td>
</tr>
</tbody>
</table>

**BSI offers:**
- BSI case studies *
- Certificate presentations
- Importance of leadership whitepaper *

<table>
<thead>
<tr>
<th>Challenge: Senior Management actively engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Engage senior managers by communicating benefits of system beyond pure compliance</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Internal briefing pack *
- Management briefings
- Process versus procedures whitepaper *

<table>
<thead>
<tr>
<th>Challenge: Embedding MS as a framework for change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical Approach - Well trained or experienced internal auditors</td>
</tr>
</tbody>
</table>

**BSI offers:**
- Management briefings
- Management systems training for Leadership

---

* Included at no extra charge, as part of doing business with BSI  
** GRC (Governance, Risk & Compliance)  
*** SCREEN (Supply Chain Risk Exposure Evaluation Network)