# Prime Minister's Awards for Excellence in Public Sector Management

GLOSSARY OF TERMS

# Prime Minister's Awards for Excellence in Public Sector Management - Glossary

| Term | Definition |
|---|---|
| **Benchmarking** | A method of comparing and measuring processes and outcomes with those of recognised leaders, with the intent of improving performance. |
| **Best practice** | Best-known management practices as captured through global benchmarking with peak National Excellence Awards administrators and leading-edge research. |
| **Business Excellence** | Successful adoption of "best practice" management principles which include, but are not restricted to leadership and innovation; new strategies and planning processes; data, information and knowledge; people; customer and market focus; processes, products and services; business results. |
| **Change Management** | Change management is a structured approach to shifting/transitioning individuals, teams, and organisations from a current state to a desired future state. It is an organisational process aimed at helping employees to accept and embrace changes in their current business environment. |
| **Client** | The recipient or beneficiary of an output product or service. A client may be internal or external to the organisation. |
| **Data** | Raw numbers and facts, including perceptions. |
| **Governance** | '... the set of responsibilities and practices, policies and procedures, exercised by an agency's executive, to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and with accountability.'[1] |

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[1] ANAO and Department of the Prime Minister and Cabinet, 2006, IMPLEMENTATION OF PROGRAMME AND POLICY INITIATIVES: MAKING IMPLEMENTATION MATTER, BETTER PRACTICE GUIDE, Commonwealth of Australia, Canberra, p.13 <http://www.anao.gov.au/uploads/ documents/Implementation_of_Programme_and_Policy_Initiatives.pdf>

| Term | Definition |
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| **Information** | Data that has been processed in a way to give it meaning through analysis or interpretation and presentation. |
| **Implementation** | Implementation is the execution of a plan, idea, model, design, specification, standard, algorithm, or policy. |
| **Improvement** | The processes by which plans and how they are implemented and reviewed in order to learn and adapt and thus achieve better results. |
| **Innovation** | The process of developing and applying novel products, processes, technologies and management practices to create significant value for stakeholders. In the Awards, innovations can be:<br><br>• Something completely innovative and novel; or<br>• Something that already exists but which is applied in a new way; or<br>• Something that already exists but which is new to the organisation. |
| **Knowledge** | That which is created when relationships demonstrated by information have been tested and refined through experience. |
| **Leadership** | Leadership is behaviour, not a position. It can be exercised at any level within an organisation. The characteristics of leadership behaviour can include:<br><br>• Clarifying purpose<br>• Inspiring trust<br>• Aligning systems<br>• Unleashing talent[2] |
| **Measure** | To document actual results by ascertaining the size, amount, or degree of (something) by using standard units |

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[2] Stephen R Covey, The Community, No 642 (www.stephencovey.com/blog/?p=6) as at 9 April 2012

| Term | Definition |
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| **Monitor** | To observe and check the progress or quality of (something) over a period of time; keep under systematic review. Validate an implementation by documenting actual activity and comparing it to expected activity. |
| **Objective Evidence** | Data and/or information that supports or verifies the existence of something. Objective evidence can be gained through observation, measurement, testing or other means. |
| **Performance** | Achievement by an individual, team, organisation or process. |
| **Plan/Planning** | A series of activities to be undertaken to achieve a particular result. |
| **Process** | A sequence of activities that adds value by producing required outputs from a variety of inputs. |
| **Quality** | The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs or fitness for purpose. Quality will therefore include the following:<br><br>• Quality of Design—features.<br>• Quality of Conformance—the contract between the customer and supplier.<br>• Reliability—the trust the customer can place in the supplier.<br>• Price—explicitly related to customer perception of value and hence of quality. |
| **Results** | The performance indicators, as well as the process by which these indicators are monitored and evaluated, that measure the effectiveness of a plan and how it has been implemented. |
| **Stakeholders** | All those who have an interest in an organisation, its activities and its achievements. These may include |

| Term | Definition |
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| | clients, partners, employees, shareholders, owners, the community, government and regulators. |
| Strategy | A high-level plan for achieving success in an activity, in particular being a successful enterprise. |
| Sustainability | Processes for ensuring that 'systems' are able to remain stable and functional indefinitely. |
| System | A set of processes working together to achieve a common aim or outcome. |
| Values | The understandings and expectations that describe how the organisation's people behave and upon which all business relationships are based (e.g. trust, support and truth). |
| Vision | A description or image of how the organisation wishes to be in the future. |