Duke of Edinburgh's International Award Forum 2022 Critical Business Processes for a sustainable NAO

Context



- Different business <u>processes</u> are used across the globe extra cost!
- With one product why should operator knowledge and experience of basic functions be so different?
- The workshop will explore <u>the need</u> (appetite) for **standardized**,
 consistent and documented approaches (processes, procedures, forms, training)
- Opportunity Award operators could develop <u>more</u> standardized businesses processes, to ensure greater learning, quicker improvement, greater efficiency and higher levels of growth.

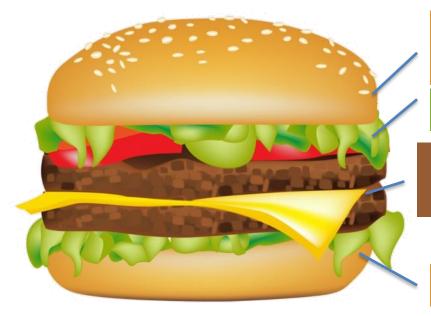
Definitions for this workshop



- Business process is a series of related tasks that result in a desired output; it is an established set of repeatable activities. Can be categorized / grouped: e.g. governance, management, delivery and support processes
- Business procedure is a clearly stipulated way of undertaking a business process; it details the teams and individual workers responsible for each part of the process as well as the specifications applicable to performing and completing each of those parts.
- Business function is an organizational unit within an organization; each business function has its own specific set of responsibilities and activities (processes and procedures) that it must execute to support the business as it carries out its mission and overall objectives e.g. finance function, sales function.
- Sustainable the ability to maintain or uphold a <u>process</u> over time. In business and policy contexts, sustainability seeks to prevent the depletion of natural or physical resources, so that they will remain available for the long term.

Simple Business Process Framework





Governance (Board / CEO)
Direction

Leadership & Management

Delivery & Implementation
Where the magic (work) happens

Support & Enablement

What business are we in?

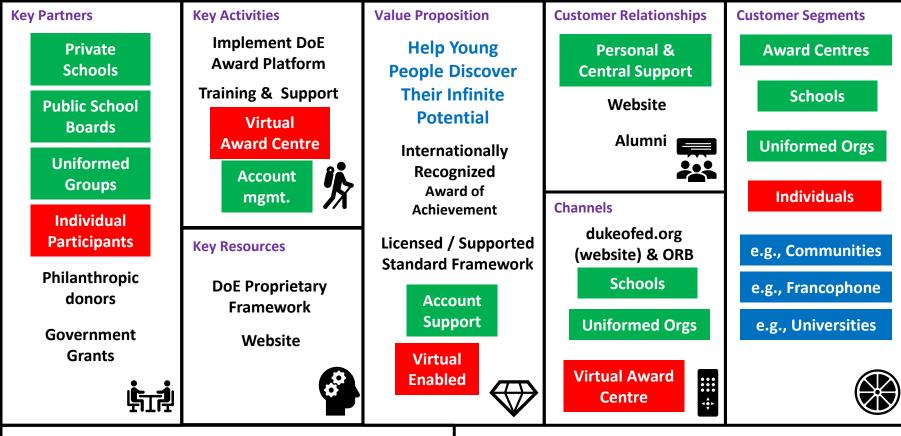
Business Model Canvas

Unbundling: Three "businesses" in one

Wholesale (Franchise - Mass market)

Retail (Segmented)

New Markets to consider



Cost Structure

ORB & Website mgmt.

International Franchise Fees

VAC Staffing / mgmt.

Account mgmt.



Revenue Streams

Licensing

Partner Fees

VAC (Participant)
Fees

Philanthropy (Donors & Alumni)

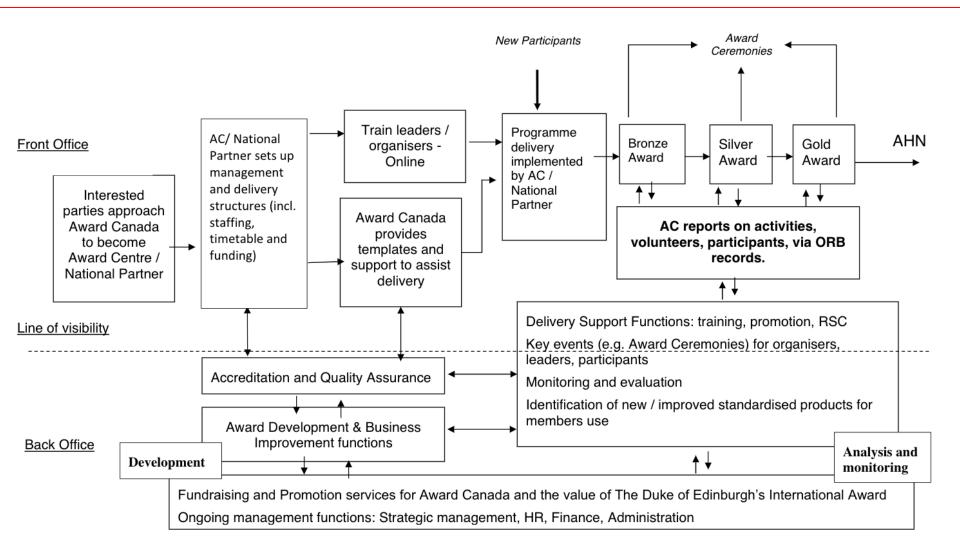
CSC Grant

Sponsors



Award Canada Simplified Function Diagram







Govern The Award

Functions with: Board of Governors

Strategy

Executive Leadership

Policy

Lead & Manage The Award

Functions with: CEO & SMT (Management)

Leadership (SMT, SLT, Staff)

Business Planning & Budgets Emergency & Crisis Response

Award Mgmt System International Foundation Mgmt

Deliver The Award – **Implement** the Award Framework (Program)

Functions with: Council Execution / Implementation

Award Sales / Engagement

Award Centre & Registrant Acquisition

Orientation /
Onboarding /
Training

Delivery Support / Account Mgmt

Award Ceremonies

Design, Support & Enable The Award Delivery

Functions "Back-Office" - Upstream

People (HR)

Finance

Contract Management

Health & Safety

Legal

Information & Data (IT)

Functions "Front-Office" - Downstream

Remote Support Centre (VAC) Volunteer Development (incl. Training)

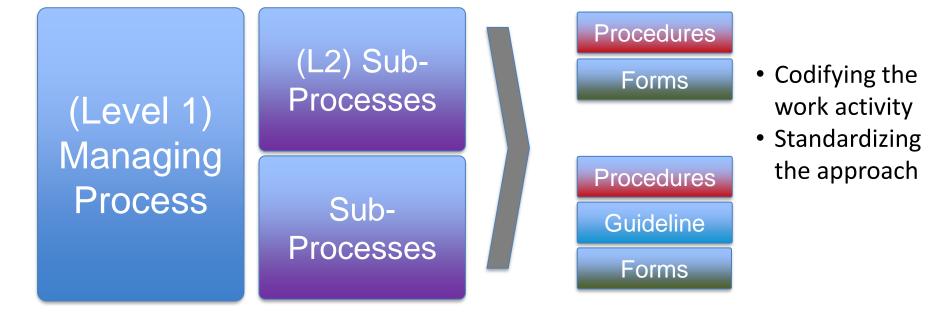
Communications (incl. website) Revenue Dev't (Marketing & Fundraising

Award Development (incl. TAP / AJ) Accreditation & Quality Assurance

Business Improvement Project & Change Mgmt

Business Process Hierarchy





(L1) Managing Process:

- Highest level of process in the enterprise typically a group of processes
 (L2) Sub-Process:
- Next level of detail within a process grouping

Next levels would be (L3) work activity and then (L4) tasks

Procedure = a series of actions conducted in a certain order or way.

Award Canada Business Process Map



Celebrate **AC & Registrant** Award Sales / Orientate, **Support Delivery -**Strategy & Planning Success -**Govern the Award Engagement** Acquisition **Onboard & Train Account Mgmt** Ceremonies Manage Policy & Corporate Governance **Deliver the Award Manage Accounts** Manage Ceremonies & Events Manage Award Policy Acquire Award Centres / delivery Acquire Award Leaders Manage training Manage Award Governance · Manage recognition Manage Strategy AC / AL Due diligence / screening partners · Manage onboarding processes · Manage ceremonies · Manage Board Performance Develop & update Award strategy · Acquire AC registrants · Delivery Partner licensing Manage bursaries Operations event · Oversee Award · Manage Mission & Vision management Management System **Manage Remote Support Centre** Manage corporate targets & priorities · VAC registrant Acquisition & Onboarding Support Centre ticketing Manage Award Values · Manage VAC Support · Manage VAC leaders **Manage Business Planning** · Manage Values & Principles Develop & update Annual Plan Champion DE&I Develop & update Annual Budget · Manage corporate level Delivery procedures (anti-bullying / Manage Partnerships Manage Accreditation and Quality Assurance Manage Volunteer Development harassment / whistleblower · Manage uniformed · Manage AC Quality Assurance · Manage Direct Volunteers / Conflict of Interest) organization accounts · Manage Indirect Volunteers Manage Executive Leadership · Manage AJ standards and processes Manage Award Development · Manage CEO Performance · Manage Program Content Development Manage TAP standards, accreditation Support Manage CEO Succession · Manager Award Framework standards **Manage International Licence Manage Communications** Manage Alumni · Manage Foundation licence · Manage and develop brand platform Manage crisis communications Manage Alumni network & compliance · Manage internal communication Manage external communication Alumni stewardship

Support the Award

Manage People (HR)

- · Acquire talent
- Manage talent
- · Manage compensation
- Manage HR operations
- · Manage operational
- effectiveness and team effectiveness
- Manage performance and discipline processes

Manage Business Improvement

· Manage BI standards and processes

Manage Enterprise Risk

- · Manage Enterprise risk policy and processes
- Manage business
- continuity

Manage Administration

- Manage leases
- · Manage office services
- · Manage office facilities
- · Manage security

policy, standards and processes

Manage Emergency & Crisis

· Manage crisis standards

Manage Data & Knowledge · Manage knowledge

and processes

· Mange emergency

- mgmt. capability
- · Manage data management

Response

Manage information security & governance

Manage Finance

- Manage financial policies, practices, procedures
- Manage financial
- performance & reporting
- Manage tax (CRA) policy, reimbursement.
- disbursement Manage financial
- transactions
- · Manage investments

Manage Contracts

- · Manage contracts
- · Manage Procurement

Manage Health & Safety

- · Manage HS programs & Standards
- · Design & deliver HS programs and practices
- · Manage HS compliance
- · Manage HS incidents
- · Manage HS reporting

Manage Donors &

· Donor acquisition

· Donor stewardship

Philanthropy

- · Manage youth safety

Manage Regulatory & Compliance & legal

- · Manage regulatory approvals
- · Manage CRA submissions
- · Manage legal activities · Manage insurance,
- indemnification and waivers
- · Manage exemptions

Manage Revenue Development & Fundraising

- · Manage revenue
- · Manage revenue and grant acquisition
- · Manage grant
- performance · Fundraising event
- management
- · Manage fundraising execution

Manage Information Services · Manage IT strategy

- · Manage IT contracts
- · Manage IT / digital strategy
- · Design and deliver IT services

Manage Projects & Change

- · Manage project standards & processes
- · Manage change standards and processes
- Manage project coordination

After APQC (and other International Standards)

Australia Business Process Map



Governance Capacity

Management & Organisation Capacity

Social Licence -Relevance & Strategy

Leadership and Structure

Policy

Management Team & staff

Financial & Business Model

Brand Mgt & Recognition Mgt

Award Mgt Systems Key Supplier capacity e.g.,

Delivery Essentials

Market Engagement (Accreditation) Award Centre & Major Delivery Partners

Onboarding / Training/Accreditation

Delivery Support /
Account Mgmt

Mkt Recognition & Ceremonies

Support & Enable: Using The Duke of Ed

Key Functions "Back-Office" - Upstream

People (HR)

Finance

Contracts & Suppliers

Health & Safety – Risk Mgt

Compliance & Legal Information & Data (IT)

Grants &
Disadvantaged
Youth Funding

Research & Evidence based impact

Key Functions "Front-Office" - Downstream

Volunteers (incl. Training, Help Desk) Mapping for Mkt Segments

Communications (incl. website)

Employers & Education

Enabling Resources for ACs Accreditation & Quality Assurance

Tools eg ORB, Assessor, Learner Portfolio

Reporting & Stakeholder engagement

Zambia Business Process Map



Governance Capacity

Management & Organisation Capacity

Strategy

Leadership and Structure

Policy and Compliance Management staff

Financial & Business Model

Brand & Recognition Mgt

Award Mgt Systems Key Supplier capacity e.g.,

Delivery Essentials

Market Engagement (Accreditation)

Award Centres

Onboarding / Training/Accreditation

Delivery Support /
Account Mgmt

Mkt Recognition & Ceremonies

Support & Enable: Using The Duke of Ed

Key Functions "Back-Office" - Upstream

Grants & CSR Funding

Health &
Safety – Risk
Mgt

Compliance & Legal

Key Functions "Front-Office" - Downstream

Volunteer Development (incl. Training)

Communications (incl. website) Tools eg ORB, Assessor, Learner Portfolio Importance of non Formal Education Advocacy

Enabling Resources for ACs Accreditation & Quality Assurance

Reporting & Stakeholder engagement

3 NAOs: The same - few differences



Canada

- 60 years old
- Large geographyy
- 6000 Entrants / vr
 Brand awareness
- 800 Award Centres
 Brand value

Award Delivery (Centres and Leaders)

Orientate, Onboard & Train

Support Delivery & Impact Research

Celebrate Success -**Ceremonies**

Australia

- 100% financed (fees)
 1200 Award Centres
- 63 years old
- Large geography
- 30000 Entrants / yr Pull Model markets

Zambia

- Establishing
- 21 Award Centres
- 14 years old
- Medium geography
- 600 Entrants / yr
- CSR Engagement

Board of Directors Board of Directors

Award Delivery (Centres and Leaders)

Orientate, Onboard & Train

Support Delivery -**Account Mgmt**

Celebrate Success -**Ceremonies**

Board of Directors

Award Delivery (Centres and Leaders)

Orientate, Onboard & Train

Support Delivery -**Account Mgmt**

Celebrate Success -**Ceremonies**

Remote Support Virtual Award Centre Pull Model (Not push) - markets

Disadvantaged youth focus

Award Process Frameworks



Demonstration conversation

- What are the commonalities?
- Are the differences real?
- Do they underline a different process/approach or simply different language?
- If the same (for later):
 - → who could lead development of a standard process?
 - who could help us make the process better?
 - lacktriangle what would stand in the way of adopting a single process?



Lead & Manage The Award **Govern** The Award Functions with: CEO & SMT (Management) Functions with: Board of Governors **Emergency** Business International Award Executive Enterprise Policy Planning & Crisis Foundation Strategy Leadership Mgmt Leadership Risk Mgmt & Budgets Response System Mgmt

Governance

- 1. Governance policy
- 2. Award Values & Principles
- 3. Strategic planning
- 4. CEO Performance

Executive Management

- 1. Leadership & decision-making
- 2. Public & External Affairs
- 3. Board of Director Relations
- Annual Budget / Capital expenditure management
- 5. Emergency & Crisis Response
- 6. Award (Operations) Management System
- 7. International Foundation Mgmt
- 8. Enterprise Risk management



Deliver The Award – Implement the Award Framework (Program) Functions with: Council Execution / Implementation Award Sales / Registrant Acquisition Award Centre & Registrant Acquisition Orientation / Onboarding / Account Mgmt Account Mgmt Award Ceremonies

- 1. Promotion (push) (incl. comms with customers)
- 2. AC recruitment and licensing
- 3. New registrant recruitment
- 4. AL recruitment & registration
- 5. AC onboarding and setup
- 6. AL Onboarding, training and deployment

- 7. Activity scholarship process (applic reporting)
- 8. Award recognition / ceremonies
- 9. Operations event management



Design, Support & Enable The Award Delivery

Functions "Front-Office" - Downstream

Remote Support Centre & VAC

Volunteer Development (incl. Training)

Communications (incl. website) Revenue Dev't (Marketing & Fundraising Award Development (incl. TAP / AJ) Accreditation & Quality Assurance

Business Improvement Project & Change Mgmt

- 1. VAC participant registration
- VAC participant onboarding and setup
- 3. VAC AL (staff) training and deployment
- 4. Bursary process (applic reporting)
- 5. Award Delivery Quality Assurance
- 6. Remote Award support
- 7. Alumni management
- 8. Participant / AL surveys
- 9. Quarterly/ regular reporting

- 11. Training and program content dev't
- 12. Content provider recruitment, training and setup (TAP+)
- 13. Fundraising management
- 14. Promotion & marketing
- 15. Volunteer management



Design, Support & Enable The Award Delivery Functions "Back-Office" - Upstream People (HR) Finance Contract Management Safety Legal Information & Data (IT)

- 1. Staff recruitment, onboarding and training
- 2. Financial Audit
- 3. Accounts Payable
- 4. Accounts Receivable
- 5. Financial Reporting (statements)
- 6. Expense management
- 7. Investment management
- 8. Restricted fund management
- 9. Contract management
- 10. IT planning & implementation

- 11. Data & Information Management
- 12. Facilities management
- 13. Compliance & Regulatory Mgmt
- 14. Legal Activities

Workshop questions



- In threes (different NAOs), please consider the sub-processes on slides 10 – 13:
 - a) Green highlights are those processes that should already be the same
 - b) Amber highlights are those processes which may be similar *How many* are?
 - c) Blue highlights are those processes which could bring great benefit if they were aligned across countries.

Do you agree? What does each country do differently and why? what are the benefits of doing it together?

2. In the blue highlighted areas, how much would processes have to change if you trebled in size in twelve months?

Workshop questions



Plenary discussion

3. What next? How will you help others grow, be better, be more sustainable, share expertise? Who helps you do this, how is this facilitated (people, leaders, resources, technology, structure)? What drives you to do it?

With thanks to Twaambo Chikoye, Peter Kaye and Mark Little

Award Marketplace



Canada

Shopping List

- ORB standardization
- Emergency Response Plan
- Business Continuity Plan
- Pull Model Development (Universities & Business)
- Donor pipeline model

Gift List

- Example policies / procedures
- Enterprise Risk Mgmt
 Standard and Procedures
- Virtual Award Centre
- Virtual Adv. Journey
- Trained Activity Provider

Australia

Shopping List

Emergency Response
 Plan

Gift List

- Pull Model Devp't (Universities & Business)
- Policies / procedures (Governance book)
- Employee Handbook

Zambia

Shopping List

- Local strategic plan design from overall assoc. strategy
- Policies & Procedures (Governance & Employee)
- Emergency response plan
- Pull model development (Universities & Business)
- Trained Activity Provider
- Business continuity
- Friends of the Award strategy
- Enterprise Risk Mgmt Standard and Procedures

Gift List

 Adv. Journey opportunities e.g Bermuda Gold (Award Tourism)