

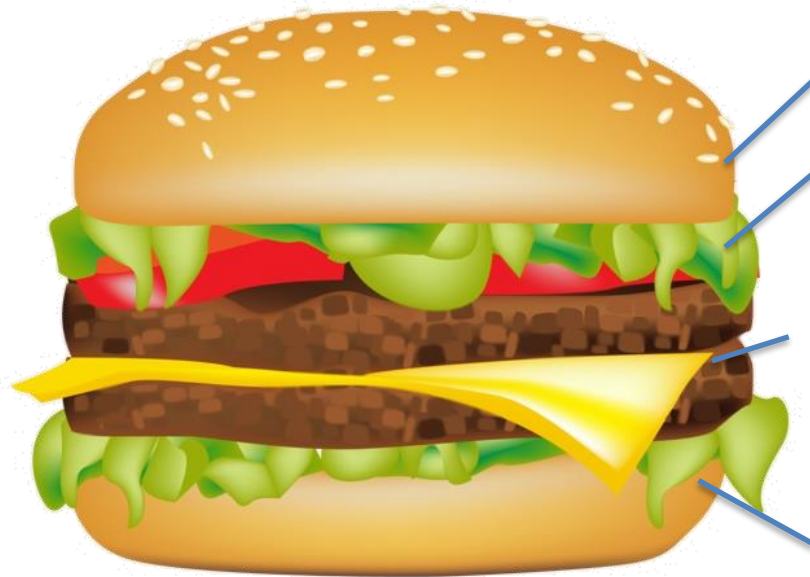
**Duke of Edinburgh's International Award Forum 2022**  
**Critical Business Processes for a  
sustainable NAO**

- Different business processes 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 the need (appetite) for **standardized, consistent and documented approaches** (processes, procedures, forms, training)
- Opportunity - *Award operators could develop more 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 process 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?

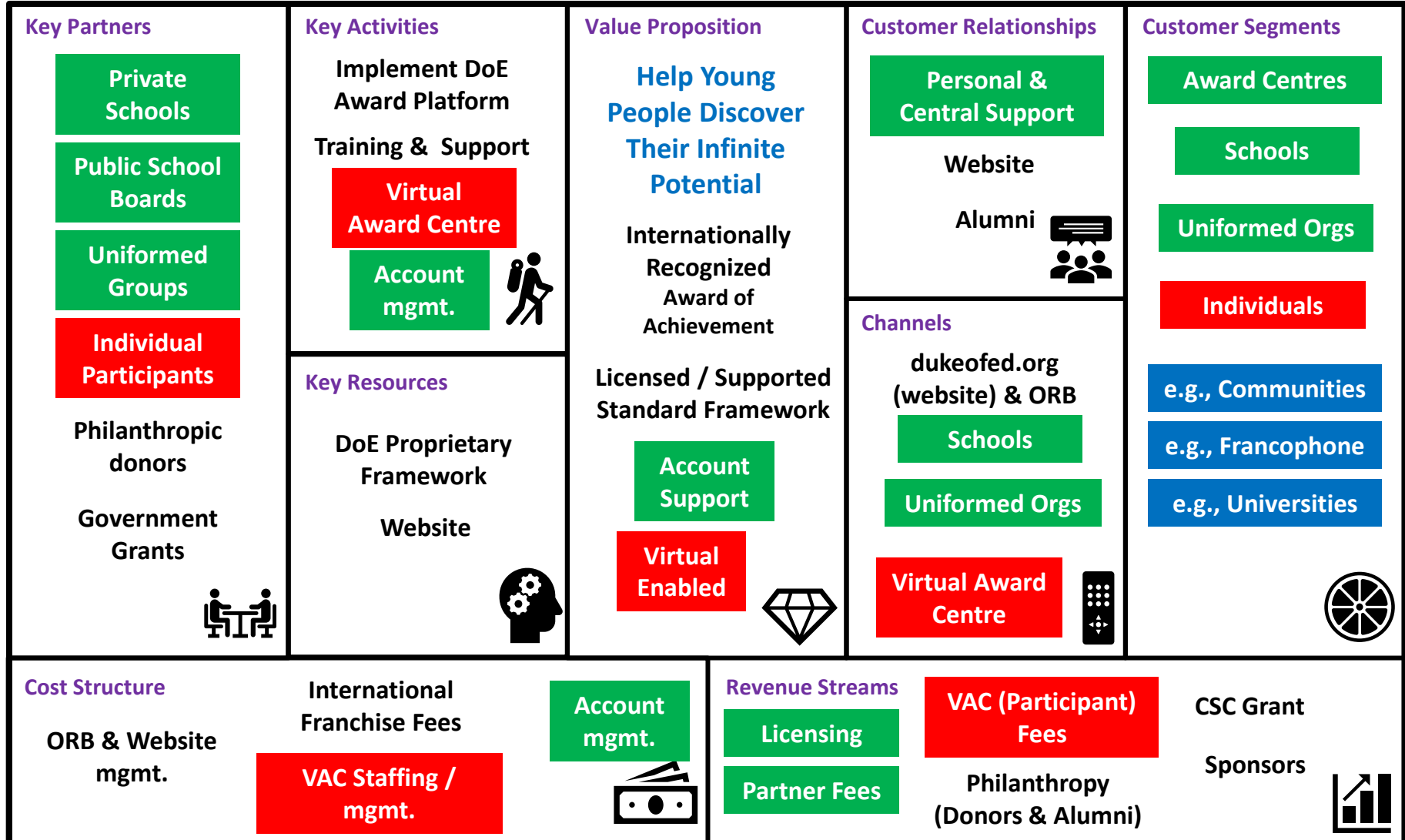
## Business Model Canvas

Unbundling: Three “businesses” in one

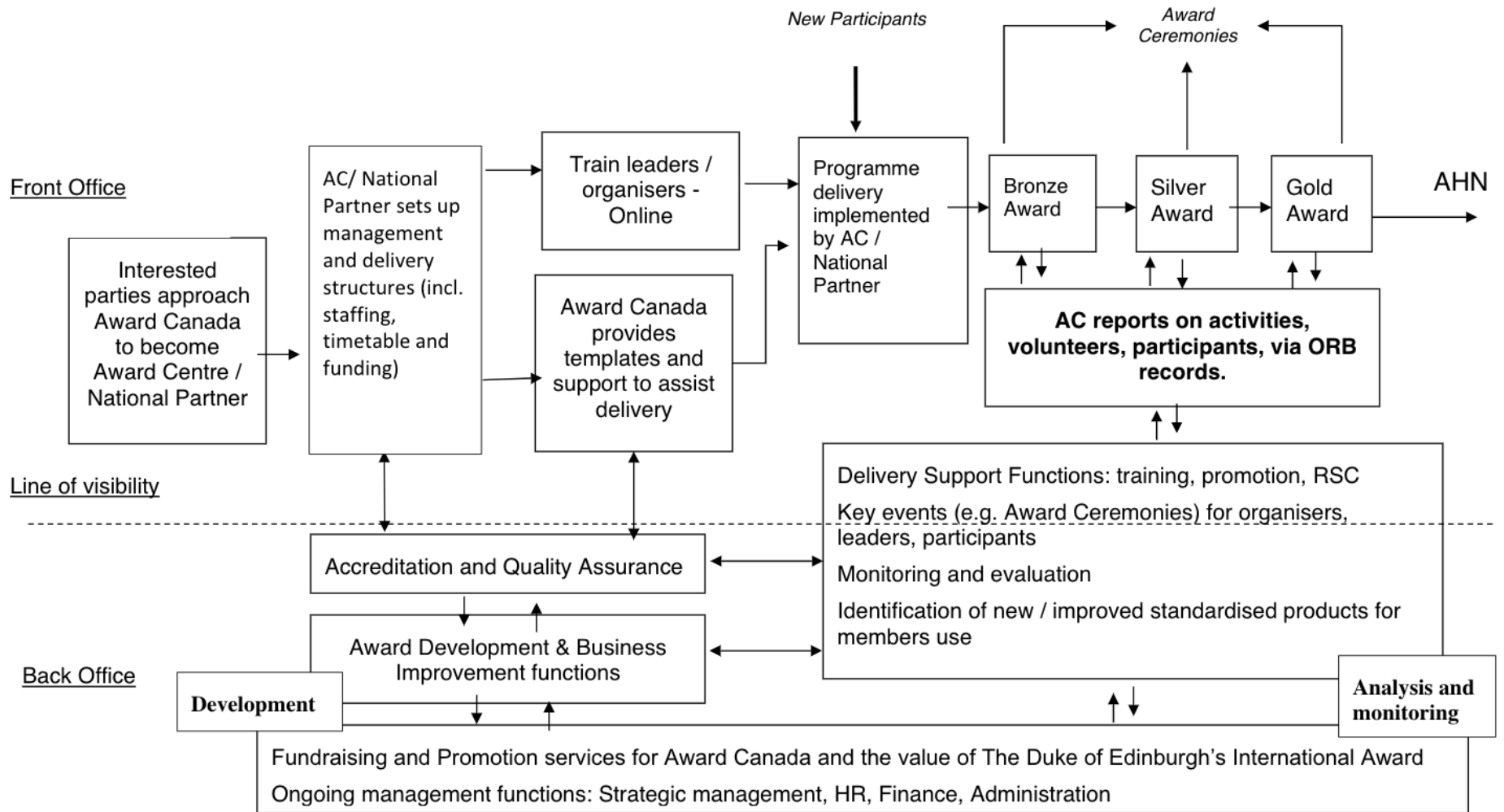
Wholesale (Franchise - Mass market)

Retail (Segmented)

\*New\* Markets to consider



# Award Canada Simplified Function Diagram



# Award Canada Process Framework

## Govern The Award

Functions with: **Board of Governors**



## Lead & Manage The Award

Functions with: **CEO & SMT (Management)**



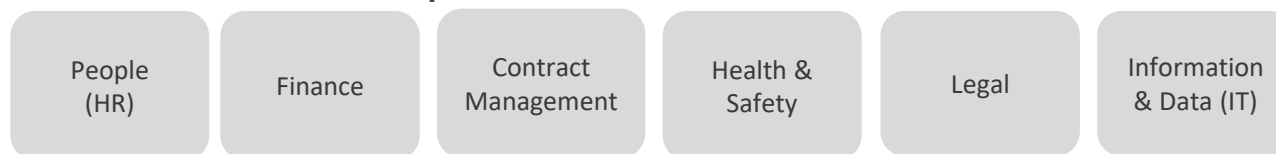
## Deliver The Award – Implement the Award Framework (Program)

Functions with: **Council Execution / Implementation**

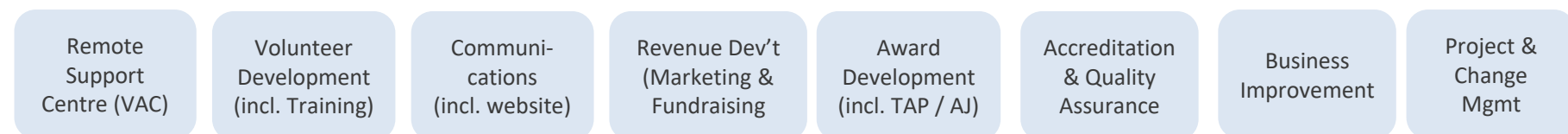


## Design, Support & Enable The Award Delivery

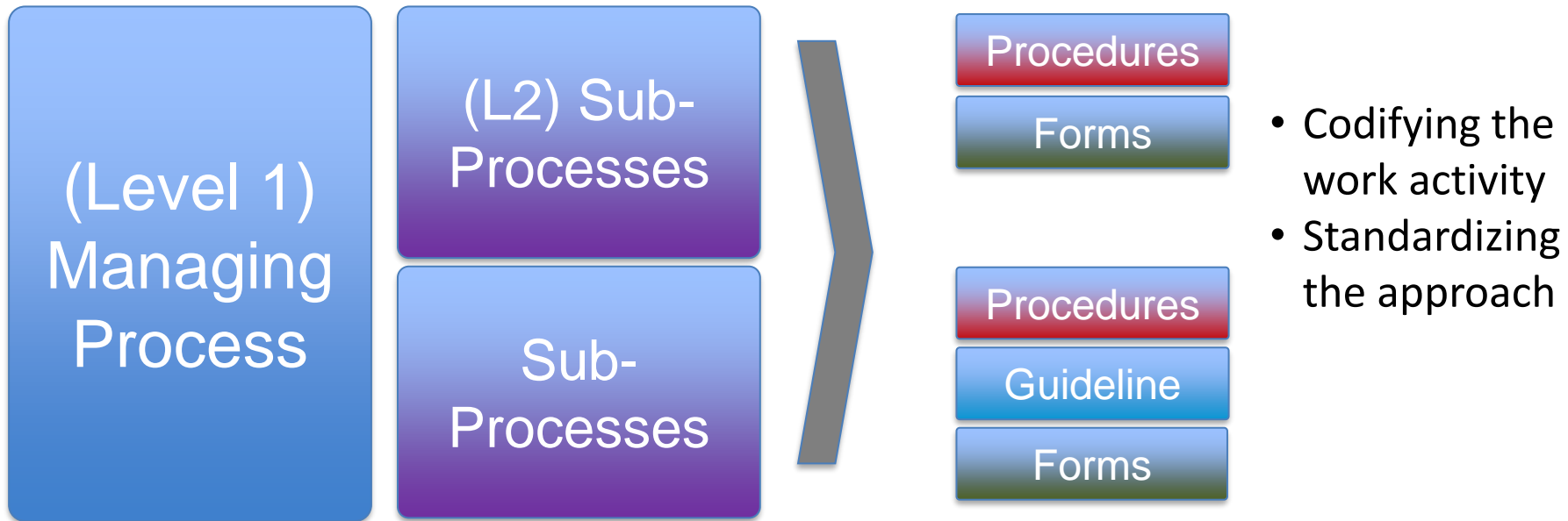
Functions “**Back-Office**” - Upstream



Functions “**Front-Office**” - Downstream



# Business Process Hierarchy



## (L1) Managing Process:

- Highest level of process in the enterprise - typically a group of processes

## (L2) Sub-Process:

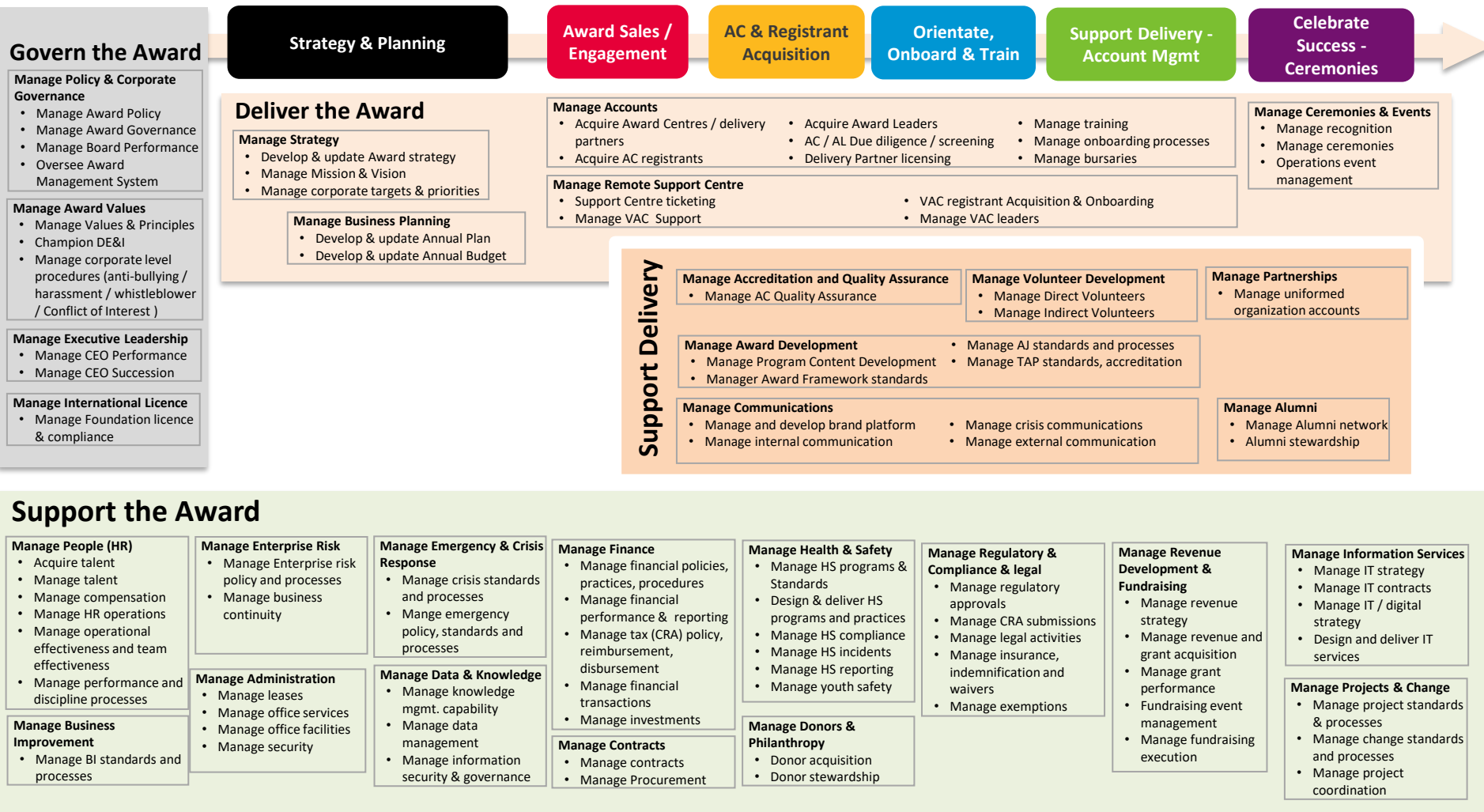
- Next level of detail within a process grouping

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



After APQC (and other International Standards)

# Australia Business Process Map

## Governance Capacity



## Management & Organisation Capacity



## Delivery Essentials

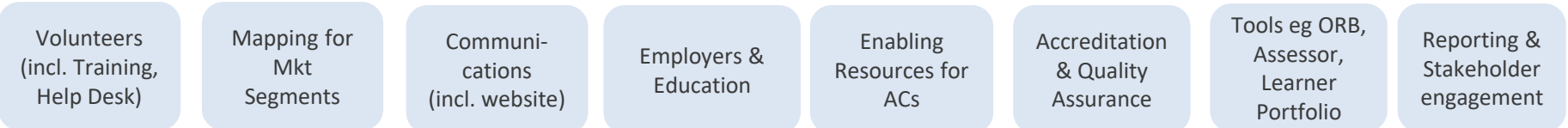


## Support & Enable: Using The Duke of Ed

### Key Functions "Back-Office" - Upstream



### Key Functions "Front-Office" - Downstream



# Zambia Business Process Map

## Governance Capacity



## Management & Organisation Capacity

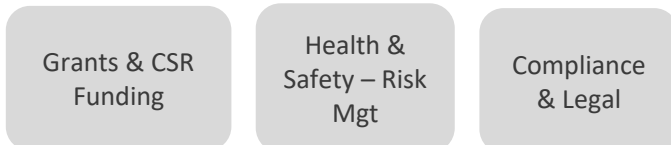


## Delivery Essentials

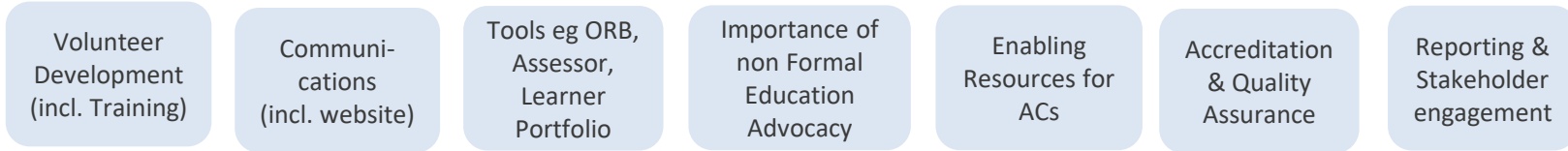


## Support & Enable: Using The Duke of Ed

### Key Functions "Back-Office" - Upstream



### Key Functions "Front-Office" - Downstream



# 3 NAOs: The same - few differences

## Canada

- 60 years old
- 6000 Entrants / yr
- 800 Award Centres
- Large geography
- Brand awareness
- Brand value

Board of Directors

Award Delivery  
(Centres and Leaders)

Orientate, Onboard &  
Train

Support Delivery &  
Impact Research

Celebrate Success -  
Ceremonies

Remote Support  
Virtual Award Centre

## Australia

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

Board of Directors

Award Delivery  
(Centres and Leaders)

Orientate, Onboard &  
Train

Support Delivery -  
Account Mgmt

Celebrate Success -  
Ceremonies

Pull Model (Not push)  
- markets

Disadvantaged youth  
focus

## Zambia

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

Board of Directors

Award Delivery  
(Centres and Leaders)

Orientate, Onboard &  
Train

Support Delivery -  
Account Mgmt

Celebrate Success -  
Ceremonies

## 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?*
  - what would stand in the way of adopting a single process?*

# Award Canada Process Framework

## Govern The Award

Functions with: **Board of Governors**

Policy

Strategy

Executive  
Leadership

## Lead & Manage The Award

Functions with: **CEO & SMT (Management)**

Leadership

Business  
Planning  
& Budgets

Emergency  
& Crisis  
Response

Award  
Mgmt  
System

International  
Foundation  
Mgmt

Enterprise  
Risk 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
4. Annual Budget / Capital expenditure management
5. Emergency & Crisis Response
6. Award (Operations) Management System
7. International Foundation Mgmt
8. Enterprise Risk management

# Award Canada Process Framework

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

Functions with: Council Execution / Implementation



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

# Award Canada Process Framework

## Design, Support & Enable The Award Delivery

Functions “Front-Office” - Downstream

Remote  
Support  
Centre &  
VAC

Volunteer  
Development  
(incl. Training)

Communi-  
cations  
(incl. website)

Revenue Dev't  
(Marketing &  
Fundraising)

Award  
Development  
(incl. TAP / AJ)

Accreditation  
& Quality  
Assurance

Business  
Improvement

Project &  
Change  
Mgmt

1. VAC participant registration
2. 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



# Award Canada Process Framework

## Design, Support & Enable The Award Delivery

### Functions “Back-Office” - Upstream

People  
(HR)

Finance

Contract  
Management

Health &  
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

1. 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*

## 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)