1/1/2020

BMS75000:2020 1A
Baldrige 2021-2022

1st Impressions

Business Management Standard
Cross Reference with
Baldrige 2021-2022
Excellence Framework

We attribute this BMS 75000:2020-1A Standard to ISO/IEC Directives Part 1, Consolidated ISO Supplement, 2015, Annex SL

All ISO standards can be purchased at the American National Standards Institute webstore at http://webstore.ansi.org/.

The BMS 75000:2020-1A Standard for Business Management Quality can be downloaded from the Q-Share International Limited Web Site http://www.q-share.co

Introduction

In commencing this exercise, I wanted to determine if the Baldrige Excellence Framework 2021-2022 would be a competitor or companion to the BMS75000:2020 Business Management Standard.

By following the Baldrige Excellence Framework an organization will be better able to position itself to succeed and accomplish the missions set by the executive which have been derived from stakeholders expectations and have a greater sense of clarity that can align with the aspirations of the shareholders, suppliers, customers, and key partners.

In comparison, the BMS75000:2020 Business Management Standard is directed at improving the decision-making of the organization's executives by ensuring such decisions are made from an informed and defendable position at all times. Its prime function is to provide a system for best business practices that can support the executive decision-makers in the organization to make informed and correct decisions given the occasion and information to hand.

The advantages we have derived from comparing the challenges and inquiries in the Baldrige Excellence Framework 2021-2022 **(BEF)** with the Business Management Standard BMS75000:2020 **(BMS75k)** contents and solutions are significant. The parity in both initiatives remains a significant validation of both methods by which we approach the subject and integrity of Better Business Management. There is a synergy between the BMS75k standard and the BEF framework which compliments each other, despite the approach being from totally different positions because the Baldrige Excellence Framework 2021-2022 is inquisitive non-prescriptive where as the BMS75000:2020 Business Management Standard is Prescriptive and Instructural.

By compliance with BMS75000:2020 Business Management Standard, we can achieve a good score in the testing of the Baldrige Excellence Framework 2021-2022 and likewise, by applying and scoring high in the framework we can prove compliance with the BMS75000:2020 Business Management Standard.

Baldrige Excellence Framework 2021-2022

For over 30 years, the Baldrige Excellence Framework has encouraged organizations of many vocations and numinous orientations, to set and accomplish their:

- Business Mission's Objectives,
- Improve Business Results,
- Become Highley Competitive.

Credit: Baldrige Performance Excellence Program

Thousands of organizations internationally use the Baldrige Excellence Framework to improve and get consistently better and sustainable results in their business activities and realized objectives. It is designed to help in the assessment of an organization's strengths and opportunities for improvement.

By completing and acting on this assessment, we are better positioned to accomplish our mission, improve results, and become more competitive. It claims to have the leading edge of validated leadership and performance but unlike the Business Management Standard BMS75k, it is a non-prescriptive framework that empowers organizations to reach their goals, improve results, and become more competitive. The categories set by the Baldrige Excellence Framework represent seven critical aspects of managing and performing as an organization. These are:

(1) Leadership
(2) Strategy
(3) Customers
(4) Measurement, Analysis, and Knowledge Management
(5) Workforce
(6) Operations
(7) Results.

The Baldrige Excellence Framework promotes "Management by Fact". This requires the measurement and analysis of the organization's performance, both inside the organization and against external metrics such as competitive inteligence. Analysis of performance supports organizational evaluation, alignment, and decision making which are also prime subjects in the BMS75k Standard.

By following the Baldrige Excellence Framework an organization will be better able to position itself to succeed and accomplish the missions set by the executive derived from stakeholders' expectations and have a greater sense of clarity that can align with the aspirations of the shareholders, suppliers, customers, and key partners. There is a much coveted and highly appraised Malcolm Baldrige National Quality Award, which is a Presidential Award recognizing outstanding achievement through the highest standards in business conduct and improvement.

Business Management Standard BMS75000:2020

In comparison, the BMS75000:2020 Business Management Standard is directed at improving the decision-making of the organization's executives by ensuring such decisions are made from an informed and defendable position at all times. It promotes the convention of the 5As'

Anticipate	Assess	Accommodate	Analyse	Account
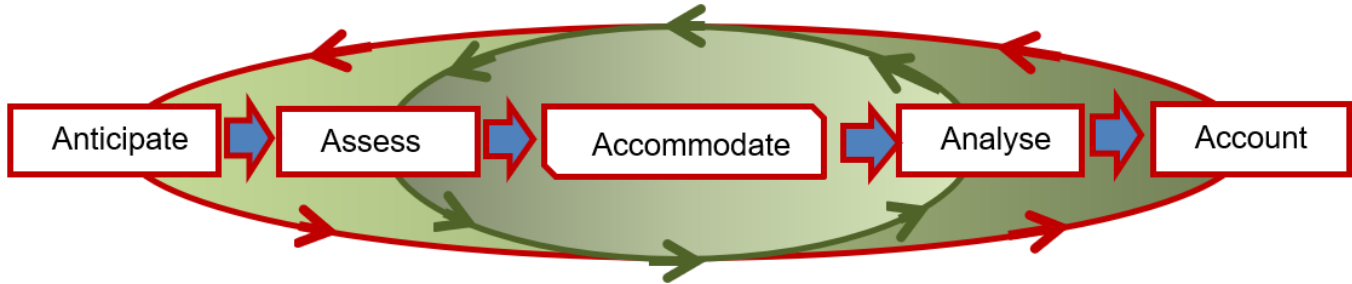
Anticipate: The identification of risks, opportunities, trends, and life cycle stages.
Assess: The determination of a quantified and measurable aspect or attribute.
Accommodate: The hosting or processing resources needed to accept
Analyze   The measurement of the product of the Business Activities
Account: The recording and stewardship of the work done.

Its prime function is to provide a system for best business practices that can support the executive decision-makers in the organization to make informed and correct decisions given the occasion and information to hand. This can provide a degree of due diligence for executives, whose decisions often favor one stakeholder group to the detriment of another and prescribes a series of actions and requirements that provide for the existence and retrieval of records or details of a defendable position to be available for subsequent and retrospective examination and confirmation by other authorities when required.

The BMS75000:2020 Business Management Standard recognizes companies are formed to fulfill a specific purpose in society and that purpose drives everything a company does and achieves. The survival and continuity of a company will depend greatly on its purpose which needs to be accepted by the society in which it operates because business performance is not just assessed against economic performance or profit, but its conduct and contribution to matters of environment and welfare are equally important to its stakeholder. In such organizations, economics are a restraint on what is done and what its managers can do, it cannot, therefore, be its sole objective.

Companies of all types and sizes address matters of quality in the goods and services they provide by reference to standards that permit comparison with that which is specified, and that which is produced. The business itself which facilities the completion and distribution of its goods and services host these activities but has rarely been subjected to specification or verification outside of the scrutiny of its shareholders and financial auditors.

The BMS75000:2020 Business Management Standard becomes a prescription which Companies can compare their achievements with what is expected of their business management. Unless the quality of the Business Management itself, is suitably measured and continually improved, the process by which goods and services are provided cannot themselves be assured for best practice and stewardship of its stakeholders' interests, cooperation and investments.

The quality of the management and the management of the business activity which facilitates the completion and distribution of its goods and services is a concern that has not been suitably addressed in the Quality Management Standards ISO9001:2015 or its industrial derivatives and this needs to be addressed. It is for this purpose that this Business Management standard has been prepared and is offered for use in the application, measurement, assessment, verification, and validation of the Company Business Activities and the quality of the business management. Compliance by use of the Baldrige Excellence Framework would verify and validate the degree to which its application and adherence have been achieved.

It can be applied at all levels in a Company and throughout the life of a business process including a wide range of business activities. This includes business operations, markets, processes, functions, projects, goods, services, research, developments, assignments, strategies, selection, and solutions. This standard can be applied to any type of business, whatever its nature or objective, whether being a profit, or non-profit making Company provided it is engaged in legal trading activity.

It is intended that this standard be utilized to harmonize Business Management processes in existing and future standards. It provides a common approach in support of standards dealing with different markets, industries, and/or sectors, and does not replace those standards. It is intended for 3rd party independent assessments and certification as well as stakeholder assessments and verifications of the Company and the quality of its Business Management activities.

Following this extensive exercise, I can commend the joint approach of the Baldrige Examination and BMS75000 solution to you most strongly.

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
	Foreword		Foreword
	Introduction		Introduction
0.1	General		About the Baldrige Excellence Framework
0.2	Business Process approach		Criteria for Performance Excellence Overview
0.3	Relationship with harmonized standards	👉	Requires Addressing
0.4	Commitment and Inclusion of other management systems		
1.0	SCOPE		How to Use the Baldrige Excellence Framework
1.1	General		Overview: A Systems Perspective
1.2	Application		Areas to Address
1.3	Conventions	👉	Requires Addressing
2.0	NORMATIVE REFERENCES		
3.0	TERMS AND DEFINITIONS		Glossary of Key Terms
4.0	CONTEXT OF THE BUSINESS	P.1	Organizational Description
4.1	Understanding the Company and its Relations	P.2	Organizational Situation
4.2	Understanding the needs and expectations of interested parties	1.2	Organizational Culture
		1.2a	Organizational Governance
4.2.1	General	5.2b	Organizational Governance and Societal Contributions
4.2.2	Legal and Regulatory Requirements	1.2b	Legal and Ethical Behavior
		1.2b(1)	Legal and Regulatory Compliance
		7.4a(3)	Law and Regulation
4.2.3	Identification of Business Stakeholders	P.1b(2)	Customers and Stakeholders
		P.1b(3)	Suppliers, Partners, and Collaborators
4.2.4	Customer Responsibility and Focus	3.0	Customers
		7.2a	Customer-Focused Results
4.3	Business Management System Scope	👉	Requires Addressing
4.4	Business Management System	1.2a	Organizational Governance
		1.2a(1)	Governance System
		1.2b(2)	Ethical Behavior
4.5	External Business Considerations	1.2c	Societal Contributions
		1.2c(1)	Societal Well-Being
		1.2c(2)	Community Support
		1.2a(1)	Governance System
		1.2a(2)	Performance Evaluation
5.0	GOVERNANCE AND COMMITMENT	1.2b	Legal and Ethical Behavior
		1.2b(1)	Legal and Regulatory Compliance
		1.2b(2)	Ethical Behavior
		7.4	Leadership and Governance Results Leadership,
		7.4a	Governance, and Societal Contribution Results
		7.4a(1)	Leadership
5.1	Commitment	7.4a(2)	Governance
		7.4a(3)	Law and Regulation *(See also Clause 4.2.2 in BMS7500:2020)*
		7.4a(4)	Ethical Behavior
		7.4a(5)	Societal Contribution
5.1.1	Teamwork and Engagement	5.2	Workforce Engagement
5.1.2	Management Commitment	4.2b(1)	Knowledge Management
		4.2b(2)	Best Practices
5.1.3	Succession Policy and Plan	4.2b(3)	Organizational Learning
		6.2c(2)	Business Continuity
		7.1b(2)	Safety and Emergency Preparedness
5.2	Business Management Policy	1.1c	Mission and Organizational Performance
		7.4a(2)	Governance
5.3	Company roles, responsibilities, and authorities	1.0	Leadership
5.3.1	Responsibility and authority	1.1	Senior Leadership
5.3.2	Business Management Representative	👉	Requires Addressing
5.4	Documented Business Management System	1.1a	Vision and Values
5.4.1	Business Management Manual	1.1a(1)	Setting Vision and Values
		1.1a(2)	Promoting Legal and Ethical Behavior
		1.1b	Communication
5.4.2	Business Management Practices	1.1c	Mission and Organizational Performance
5.4.3	Departments and Practices	1.1c(1)	Creating an Environment for Success
		1.1c(2)	Creating a Focus on Action
5.5	Cultural Issues and Conventions	1.2	Governance and Societal Contributions
		1.2a	Organizational Governance
		1.2a(1)	Governance System
5.5.1	Cultural Issues	1.2b	Legal and Regulatory Compliance
		1.2b(2)	Ethical Behavior
		7.4a(4)	Ethics
5.5.2	National and International Conventions	7.4a(5)	Society
		1.2c	Societal Contributions
		1.2c(1)	Societal Well-Being
		1.2c(2)	Community Support
		7.4a(5)	Society

CLause Ref	BMQS75000:2020 Business Management Standard SOLUTIONS AND DIRECTIVES	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
6.0	BUSINESS PLANNING	1.1c(1)	Creating an Environment for Success
		1.1c(2)	Promoting Legal and Ethical Behavior
		1.2a(1)	Governance System
		2.1a	Strategy Development Process
6.1	Actions to Address Risks and Opportunities	2.1a(3)	Strategy Development Considerations
		2.1b(3)	Strategy Considerations
		6.1d	Management of Opportunities for Innovation
6.1.1	Risk Identification and Management	6.2b	Security and Cybersecurity
		6.2c(2)	Business Continuity and Resilience
		7.4a(2)	Governance Accountability
		7.5a(1)	Financial, Market, and Strategy Results
6.1.2	Make or Buy Analysis and Planning	☛	Requires Addressing
		2.1a(2)	Innovation
6.1.3	Project Management Planning	4.1	Measurement, Analysis, Improvement Organizational Performance
		4.1c(1)	Future performance Improvement
		6.1d	Innovation Management
		P.2c	Performance Improvement System
		2.1a(1)	Strategic Planning Process
		2.1a(2)	Innovation Strategy
6.1.4	Process Planning, Management, and Control	2.1a(4)	Work Systems and Core Competencies
		4.1a	Performance Measurement
		4.1a(2)	Comparative Data
		4.1a(3)	Measurement Agility
		6.1a(3)	Product and Process Improvement
6.1.5	Outsourcing and Subcontract Planning	6.1b(2)	Support Processes
		6.1c	Supply-Network Management
		P.1a(1)	Product Offering
		2.1a(3)	Strategy Considerations
		2.1a(4)	Work Systems and Core Competencies
6.1.6	Goods and Service Planning Analysis and Reviews	3.1b	Customer Segmentation and Product Offerings
		3.1b(1)	Customer Segmentation
		3.1b(2)	Product Offerings
6.2	Business Objectives and Plans	1.1a(1)	Setting Vision and Values
		1.1c(2)	Creating a Focus on Action
		2.1a	Strategy Development Process
		2.1a(1)	Strategic Planning Process
		2.1a(3)	Strategy Considerations
6.2.1	Business Objectives	2.1a(4)	Work Systems and Core Competencies
		2.1b	Strategic Objectives
		2.1b(1)	Key Strategic Objectives
		2.1b(2)	Strategic Objective Considerations
6.2.2	Business Plans	2.2a(1)	Action Plans
		2.2a(2)	Strategy Implementation
		2.2a(4)	Workforce Plans
		2.2a(6)	Performance Projections
		7.5	Financial, Market, and Strategy Results
		2.2a(2)	Action Plan Implementation
6.2.3	Business Analysis and Planning	2.2a(4)	Workforce Plans
		2.2a(5)	Performance Measures
		4.1b	Performance Analysis and Review
		P.1b(2)	Organizational Relationships Customers and Stakeholders
		P.2a(1)	Competitive Environment Competitive Position
		1.1c(1)	Creating an Environment for Success
		2.1a(1)	Strategic Planning Process
		2.1a(3)	Strategy Considerations
		3.1a(2)	Customer Listening Potential Customers
		3.1b	Customer Segmentation and Product Offerings
6.2.4	Market Analysis and Planning	3.1b(1)	Customer Segmentation
		3.1b(2)	Product Offerings
		3.2a(1)	Relationship Management
		3.2b(2)	Customer Satisfaction Relative to Other Organizations
		4.1b	Performance Analysis and Review
		7.2a(2)	Customer Engagement
		7.5	Financial, Market, and Strategy Results
		3.1	Customer Expectations:
6.2.5	Sales Forecasting and Realization	3.1a(1)	Customer Listening Current Customers
		3.1b(2)	Customer Satisfaction Relative to Other Organizations
		P.1a(5)	Regulatory Environment
		P.2a	Organizational Situation Competitive Environment
		2.1a(3)	Strategy Considerations
6.2.6	Financial Analysis and Planning	2.2a(3)	Resource Allocation
		4.1b	Performance Analysis and Review
		6.2b	Security and Cybersecurity
		7.4a(2)	Governance Results
		7.5	Financial, Market, and Strategy Results

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
6.2.7	**Budget Management and Cost Control**	1.2a(1)	**Financial Performance**
6.2.7.1	**Budget Management**	6.1b(2)	**Support Processes**
6.2.7.2	**Cost Control**	7.5a(1)	**Organizational Governance System**
6.3	**Business Continuity**	2.1a(3)	**Strategy Considerations**
		3.1a(1)	**Current Customer Listening**
		6.2c(2)	**Business Continuity**
		7.1b(2)	**Safety and Emergency Preparedness**
6.4	**Management of Change**	1.1c(1)	**Setting Vision and Values**
		1.1c(2)	**Creating a Focus on Action**
		2.1a(1)	**Strategic Planning Process**
		2.1a(2)	**Innovation**
6.4.1	**Indigenous Change Preparation and Management,**	2.1a(3)	**Strategy Considerations**
		2.2b	**Action Plan Modification**
		4.1a(3)	**Measurement Agility**
6.4.2	**External Change Preparation and Management**	4.2b(3)	**Organizational Learning**
		5.1a(3)	**Workforce Change Management**
		5.2c	**Performance Management and Development**
6.4.3	**Planning and Accommodating Unforeseen Issues**	6.1a(3)	**Product and Process Improvement**
		6.1c	**Supply-Network Management**
		6.1d	**Management of Opportunities for Innovation**
7.0	**SUPPORT**	P.1b(2)	**Customers and Stakeholders in Organizational Relationships**
		P.1B(3)	**Suppliers, Partners, and Collaborators**
		2.2a(3)	**Action Plan Implementation**
		3.2a(2)	**Customer Access and Support**
		4.0	**Measurement, Analysis, and Knowledge Management**
7.1	**Resources**	1.1c	**Mission and Organizational Performance**
		1.1c(1)	**Creating an Environment for Success**
		2.1a(4)	**Work Systems and Core Competencies**
		2.2a(3)	**Resource Allocation**
7.1.1	**Resource Requirement Identification**	2.2b	**Action Plan Implementation**
		2.2a(4)	**Workforce Plans**
		4.0	**Measurement, Analysis, and Knowledge Management**
		5.1	**Workforce Environment**
		5.1a	**Workforce Capability and Capacity**
7.1.2	**Provision of Resources**	5.1a(1)	**Capability and Capacity Needs**
		7.3b	**Workforce Results**
7.1.3	**Premises Infrastructure and Working Environment**	P.1a(4)	**Assets**
		2.2a(3)	**Resource Allocation**
		4.2	**Information and Knowledge Management**
7.1.4	**Occupational Health and Safety**	5.1b(1)	**Workplace Environment**
		6.2c	**Safety and Business Continuity and Resilience.**
		6.2c(1)	**Safety**
		6.2c(2)	**Business Continuity and Resilience**
7.1.5	**Measurement Facilities and Equipment**	4.0	**Measurement, Analysis, and Knowledge Management**
		5.1b(1)	**Workplace Environment**
		5.1a(4)	**Work Accomplishment**
7.1.6	**Human Resources**	P.1a(3)	**Workforce Profile**
		1.1c(1)	**Creating an Environment for Success**
		1.2b(1)	**Legal and Ethical Behavior**
		2.1a(4)	**Work Systems and Core Competencies**
		2.2a(4)	**Workforce Plans**
		4.2	**Information and Knowledge Management**
		5.1a	**Workforce Capability and Capacity**
		5.1a(1)	**Capability and Capacity Needs**
		5.1a(2)	**New Workforce Members**
		5.1a(3)	**Workforce Change Management**
		5.1a(4)	**Work Accomplishment**
		5.2	**Workforce Engagement**
		7.3a	**Workforce-Focused Results**
7.2	**Competence and Capability**	5.1a	**Workforce Capability and Capacity**
		5.1a(1)	**Capability and Capacity Needs**
		5.2a(1)	**Drivers of Engagement**
		5.2c(1)	**Performance Management**
		7.3a	**Workforce-Focused Results**
7.3	**Awareness and Understanding.**	P.1(3)	**Workforce Profile**
		4.2	**Information and Knowledge Management**
		5.1a	**Workforce Capability and Capacity**
		5.1a(1)	**Capability and Capacity Needs**
		5.1a(2)	**New Workforce Members**
		5.1a(3)	**Workforce Change Management**
		5.1a(4)	**Work Accomplishment**
		5.2	**Workforce Engagement**
		5.2a(2)	**Assessment of Engagement**
		5.2c(2)	**Performance Development**
		7.3a	**Workforce Profile**

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
7.4	Communication	1.1b	Communication
		5.2a(1)	Drivers of Engagement
		5.2a(2)	Assessment of Engagement
		7.3a(3)	Workforce Engagement Results
7.4.1	Training and Instruction	5.1a	Workforce Capability and Capacity
		5.1a(1)	Capability and Capacity Needs
		5.1a(2)	New Workforce Members
		5.1a(3)	Workforce Change Management
		5.1a(4)	Work Accomplishment
		5.2c(3)	Learning and Development Effectiveness
		7.3a(3)	Workforce Engagement
		7.3a(4)	Workforce Development
7.4.2	Advice and Correction	2.1a	Strategy Development Process
		5.2a(1)	Drivers of Engagement
		5.2c(2)	Performance Development
		5.2c(3)	Learning and Development Effectiveness
		5.2c(4)	Career Development
		7.3a(4)	Workforce Development
7.5	Documented Information	4.2	Information and Knowledge Management
		4.2a	Data and Information
7.5.1	General	4.2a(1)	Data and Information Quality
		4.2a(2)	Data and Information Availability
7.5.2	Creating and updating	4.2b	Organizational Knowledge
		4.2b(1)	Knowledge Management
7.5.3	Control of Documented Information	4.2b(2)	Best Practice
		4.2b(3)	Organizational Learning
7.5.3.1	Document and Data Control	4.2b	Organizational Knowledge
		4.2b(1)	Knowledge Management
		4.2a(2)	Best Practice
7.5.3.2	Control of Business Records	7.0	Results
		7.1	Product and Process Results:
		7.1a	Customer-Focused Product and Service
		7.1b	Work Process Effectiveness Results
		7.1b(1)	Process Effectiveness and Efficiency
		7.1b(2)	Safety and Emergency Preparedness
		7.1c	Supply-Network Management Results
		7.2a	Customer-Focused Results
		7.3a	Workforce-Focused Results
		7.4a	Leadership, Governance, and Societal Contribution Results
		7.5a	Financial and Market Results
		7.5b	Strategy Implementation Results
7.6	Resource and Support for External Influences	4.1a(3)	Measurement Agility
		5.1a	Workforce Capability and Capacity
		5.1a(1)	Capability and Capacity Needs
		5.1a(2)	New Workforce Members
		5.1a(3)	Workforce Change Management
		5.1a(4)	Work Accomplishment
		5.2c(3)	Learning and Development Effectiveness
8.0	BUSINESS OPERATION	P.1b	Organizational Relationships
		6.0	Operations
		6.1	Work Processes:
		6.1a	Product and Process Design
		6.1b	Process Management and Improvement
		6.1c	Supply-Network Management
		6.1d	Management of Opportunities for Innovation
		6.2	Operational Effectiveness
		6.2a	Process Efficiency and Effectiveness
		6.2b	Security and Cybersecurity
		6.2c	Safety, Business Continuity, and Resilience
8.1	Operational Planning and Control	2.1a	Strategy Development Process
		6.1	Work Processes
		6.1a	Product and Process Design
		6.1a(1)	Determination of Product and Process Requirements
		6.1a(2)	Key Work Processes
		6.1a(3)	Design Concepts
		6.1b	Process Management and Improvement
		6.1b(1)	Process Implementation
		6.1b(2)	Support Processes
		6.1b(3)	Product and Process Improvement
		6.1c	Supply-Network Management
		6.1d	Management of Opportunities for Innovation
		6.2	Operational Effectiveness
		6.2a	Process Efficiency and Effectiveness
		6.2b	Security and Cybersecurity
		6.2c	Safety, Business Continuity, and Resilience

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
8.1.1	Financial Administration and Accounts	P.2a	Competitive Environment
		1.2a(1)	Governance System
		6.1b(2)	Support Processes Management and Improvement
		7.4a(2)	Leadership, Governance, and Societal Contribution Results
		7.5a	Financial and Market Results
		7.5a(1)	Financial Performance
8.1.2	Marketing and Public Relations	P.1b(2)	Customers and Stakeholders Organizational Relationships
		3.1a(2)	Customer Listening Potential Customers
		3.2b	Customer Segmentation and Product Offerings
		7.5a(2)	Marketplace Performance
8.1.3	Customer Services and Support	P.1b(2)	Customers and Stakeholders Organizational Relationships
		3.2a(2)	Customer Access and Support
		3.2a(3)	Complaint Management
		3.2b	Customer Segmentation and Product Offerings
		3.2c	Use of Voice-of-the-Customer and Market Data
		7.1a	Customer-Focused Product and Service Results
8.1.4	Technical Services and Support	3.1a	Customer Listening
		3.2b	Customer Segmentation and Product Offerings
		6.1a	Product and Process Design
		6.1a(1)	Determination of Product and Process Requirements
		6.1a(2)	Key Work Processes
		6.1a(3)	Design Concepts
8.1.5	Goods and Service Management and Distribution	P.1a(1)	Product Offerings
		P.1b(2)	Customers and Stakeholders Organizational Relationships
		6.1b	Process Management and Improvement
		7.1a	Customer-Focused Product and Service Results
8.1.6	Process Management and Stewardship	2.1a(4)	Work Systems and Core Competencies
		6.1	Work Processes
		6.1a	Product and Process Design
		6.1a(1)	Determination of Product and Process Requirements
		6.1a(2)	Key Work Processes
		6.1a(3)	Design Concepts
		6.1b	Process Management and Improvement
		6.1b(1)	Process Implementation
		6.1b(2)	Support Processes
		6.1b(3)	Product and Process Improvement
		6.1c	Supply-Network Management
		6.1d	Management of Opportunities for Innovation
		6.2	Operational Effectiveness
		6.2a	Process Efficiency and Effectiveness
		6.2b	Security and Cybersecurity
		6.2c	Safety, Business Continuity, and Resilience
8.1.7	Servicing and After Sales Administration	P.1a(1)	Product Offerings
		P.1b(2)	Customers and Stakeholders Organizational Relationships
		3.2a(2)	Customer Access and Support
		3.2a(3)	Complaint Management
		3.2b	Customer Segmentation and Product Offerings
		3.2c	Use of Voice-of-the-Customer and Market Data
		7.1a	Customer-Focused Product and Service Results
8.1.8	Goods, Service, and Process Configuration Management	2.2b	Comparative Data
		4.1a(2)	Action Plan Modification
		4.1a(3)	Measurement Agility
		5.1a(3)	Workforce Change Management
		6.1a	Product and Process Design
		6.1a(1)	Determination of Product and Process Requirements
		6.1a(2)	Key Work Processes
		6.1a(3)	Design Concepts
		6.1b	Process Management and Improvement
		7.1b	Work Process Effectiveness Results
8.2	Customer Related Business Activities	P.1a(1)	Product Offerings
		3.0	Customers
		3.1	Customer Expectations
		3.1a	Customer Listening
		3.1a(1)	Current Customers
		3.1a(2)	Potential Customers
		3.1b	Customer Segmentation and Product Offerings
		3.1b(1)	Customer Segmentation
		3.1b(2)	Product Offerings
		3.2	Customer Engagement
		3.2a	Customer Relationships and Support
		3.2a(1)	Relationship Management
		3.2a(2)	Customer Access and Support
		3.2c	Use of Voice-of-the-Customer and Market Data
		7.1a	Customer-Focused Product and Service Results
		7.2a	Customer-Focused Results

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
8.2.1 8.2.2	Determination of Requirements Review of Requirements	P.1a(1) P.1b(2) 3.1a(1) 3.1b(1) 3.1b(2) 6.1a(1) 6.1a(3) 7.1a	Product Offerings Customers and Stakeholders Requirements Current Customer Expectations Customer Segmentation Product Offerings Determination of Product and Process Requirements Design Concepts Customer-Focused Product and Service Results
8.2.3	Review of Requirement Applications and Use	P.1a(1) P.1b(2) 3.1b(2) 4.2a 6.1a(1) 7.1a	Product Offerings Customers and Stakeholders Requirements Product Offerings Data and Information Applications Determination of Product and Process Requirements Customer-Focused Product and Service Results
8.2.4	Customer Use Lifecycle Support and Provision.	P.1a(1) P.1b(2) 3.1a(1) 3.1b(1) 3.1b(2) 3.2a(1) 3.2a(2) 6.1a(1) 6.1a(3) 7.1a	Product Offerings Customers and Stakeholders Requirements Current Customer Expectations Customer Segmentation Product Offerings Relationship Management Customer Access and Support Determination of Product and Process Requirements Design Concepts Customer-Focused Product and Service Results
8.2.5	Customer Communication	P.1a(1) 3.0 3.1a 3.1a(1) 3.1a(2) 3.1b 3.2 3.2a 3.2a(1) 3.2a(2) 3.2a(3) 3.2c 7.1a 7.2a	Product Offerings Customers Customer Listening Current Customers Potential Customers Customer Segmentation and Product Offerings Customer Engagement Customer Relationships and Support Relationship Management Customer Access and Support Complaint Management Use of Voice-of-the-Customer and Market Data Customer-Focused Product and Service Results Customer-Focused Results
8.3 8.3.1 8.3.2 8.3.3 8.3.3.1 8.3.3.2 8.3.3.3 8.3.4 8.3.5 8.3.6 8.3.7 8.3.8 8.3.9	Research and Development Business Activities Research Business Activities Development Business Activities Research and Development Planning Research and Development Authorization Research and Development Project Plan Commercialization Strategy Research and Development Projects Research and Development Inputs Research and Development Outputs Research and Development Results and Records Research and Development Assessment Research and Development Accountability	P.1b(3) P.2a(2) 1.1c(1) 1.1c(2) 2.1a(2) 2.2a(6) 4.1a(3) 4.1c(2) 5.2c(2) 6.1d 7.1 7.1b(1)	Organizational Relationships Suppliers, Partners, and Collaborators Organizational Situation Competitiveness Changes Creating an Environment for Success Creating a Focus on Action Innovation Strategy Development Process Performance Projections Measurement Agility Continuous Improvement and Innovation Performance Development Management of Opportunities for Innovation Product and Process Results Process Effectiveness and Efficiency
8.4 8.4.1 8.4.2 8.4.3 8.4.4 8.4.4.1 8.4.4.2 8.4.5 8.4.5.1 8.4.5.2 8.4.6 8.4.6.1 8.4.6.2 8.4.6.3 8.4.6.4 8.4.6.5 8.4.6.6 8.4.6.7 8.4.7 8.4.8	Design and Selection Business Activities Design Business Activities Selection Business Activities Design and Selection Planning Design and Selection Inputs Design Information Input Selection Information Input Design and Selection Outputs Output and Product of Design Business Activities Output and Subject of Selection Business Activities Design and Selection Results, Records and Changes Design and Selection Business Activity Verification Design and Selection Business Activity Validation Design and Selection Verification and Validation Testing Design and Development Verification Validation Documentation Control of Design and Selection Changes Sub-tier Design Management and Configuration Design and Selection Subcontractor Management and Configuration Design and Selection Assessment Design and Selection Accountability	P.1a(1) P.1b(2) 3.1a(1) 3.1b(1) 3.1b(2) 3.2a(1) 3.2a(2) 6.1a 6.1a(1) 6.1a(2) 6.1a(3) 7.1a	Product Offerings Customers and Stakeholders Requirements Current Customer Expectations Customer Segmentation Product Offerings Relationship Management Customer Access and Support Product and Process Design Determination of Product and Process Requirements Key Work Processes Design Concepts Customer-Focused Product and Service Results

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
8.5 8.5.1	Purchasing Business Activities Purchasing Process	P.1b(3) 1.1a(1) 1.2b(2) 2.1a(4) 2.2a(2) 4.2a(2) 6.1c 7.1c	Suppliers, Partners, and Collaborators Setting Vision and Values Ethical Behavior of Suppliers Work Systems and Core Competencies of Suppliers Key Supplier to the Action Plan Implementation Availability of Supplier data and information Supply-Network Management Supply-Network Management Results
8.5.2	Supplier Instructions and Prescription	1.1b 5.1a(1) 6.1c 7.1c	Communication Capability and Capacity Needs Supply-Network Management Supply-Network Management Results
8.5.3	Sub-contracting and Supplier Selection Management	P.1b(3) 1.2b(2) 6.1c 7.1c	Suppliers, Partners, and Collaborators Ethical Behavior of Suppliers Supply-Network Management Supply-Network Management Results
8.5.4	Sub-tier Processes Integrity and Change Control,	P.1b(3) 1.2b(2) 2.1a(4) 2.2a(2) 4.2a(2) 6.1c 7.1c	Suppliers, Partners, and Collaborators Ethical Behavior of Suppliers Work Systems and Core Competencies of Suppliers Key Supplier to the Action Plan Implementation Availability of Supplier data and information Supply-Network Management Supply-Network Management Results
8.5.5	Verification of Purchased Goods	4.1 4.1a(3) 6.1a(1)	Measurement, Analysis, and Improvement Measurement Agility Determination of Product and Process Requirements
8.6	Business Goods and Service Processes	P.1a(1)	Product Offerings
8.6.1	Control of goods and service provision	P.1a(5)	Regulatory Environment
8.6.1.1	Process Safety and Environmental Impacts	6.2c 6.2c(1)	Safety and Emergency Preparedness Safety
8.6.1.2	Process Verification	4.2a(1)	Data and Information Quality
8.6.1.3 8.6.1.4	Control of Changes Control of Process Changes	1.1c(1) 1.1c(2) 2.2a(1) 5.1a(3)	Setting Vision and Values Creating an Environment for Success Strategic Planning Process Workforce Change Management
8.6.1.5	Control of Equipment, Tools, Software, and Programs	P1a(4) 1.1c(2) 4.0 4.2 6.2b	Organizational Environment Assets Creating an Environment for Success Measurement, Analysis, and Knowledge Management Information and Knowledge Management Security and Cybersecurity
8.6.1.6	Post-delivery Support	P.1b(2) 1.2c(2) 2.2a(3) 3.1b(2) 3.2a(2) 3.2c 4.1a(2)	Customers and Stakeholders Organizational Relationships Community Support Resource Allocation Product Offerings Customer Access and Support Use of Voice-of-the-Customer and Market Data Comparative Data
8.6.2	Validation of Processes and Service Provision	P.1a(1) P.2a(2) 1.1c(1) 1.1c(2) 2.1a(2) 4.1a(3) 4.1c(2) 5.2c(2) 6.1d 7.1 7.1b(1)	Product Offering Organizational Situation Competitiveness Changes Creating an Environment for Success Creating a Focus on Action Innovation Strategy Development Process Measurement Agility Continuous Improvement and Innovation Performance Development Management of Opportunities for Innovation Product and Process Results Process Effectiveness and Efficiency
8.6.3 8.6.3.1 8.6.3.2 8.6.3.3	Identification and Traceability Identification and Management of Changes Traceability, Integrity, and Provenance Obsolescence and Substitution,	2.1a(2) 3.1b(1) 3.1b(2) 4.1a(1) 4.2b(2) 5.1a(1) 7.1a 7.1b 7.1c	Innovation Customer Segmentation Product Offerings Performance Measures Best Practices Capability and Capacity Needs Customer-Focused Product and Service Results Work Process Effectiveness Results Supply-Network Management Results
8.6.4	Control of Work Transfer	2.1a(1) 4.2b(1) 6.1 6.1a 6.1a(1) 6.1a(2) 6.1a(3)	Strategic Planning Process Knowledge Management Work Processes Product and Process Design Determination of Product and Process Requirements Key Work Processes Design Concepts

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
8.6.4	Control of Work Transfer	6.1b(1)	Process Implementation
		6.1b(2)	Support Processes
		6.1b(3)	Product and Process Improvement
		6.1c	Supply-Network Management
		6.1d	Management of Opportunities for Innovation
		6.2	Operational Effectiveness
		6.2a	Process Efficiency and Effectiveness
		6.2b	Security and Cybersecurity
		6.2c	Safety, Business Continuity, and Resilience
		6.2c(1)	Safety
		6.2c(2)	Business Continuity and Resilience
		7.1	Product and Process Results
8.6.5	Customer Property	3.1b(2)	Product Offerings
		3.2	Customer Engagement
		7.2a(2)	Customer Engagement
8.6.6 8.6.6.1 8.6.6.2	Prevention Against Counterfeit Goods Responsibility Control Plan	👉	Requires Addressing
8.6.7	Preservation and Release of Goods and Service	6.1	Work Processes
		6.1a(1)	Determination of Product and Process Requirements
		6.1a(2)	Key Work Processes
		6.1a(3)	Design Concepts
		6.1b(1)	Process Implementation
		6.1b(2)	Support Processes
		6.1c	Supply-Network Management
		6.1d	Management of Opportunities for Innovation
		6.2	Operational Effectiveness
		6.2a	Process Efficiency and Effectiveness
		6.2b	Security and Cybersecurity
		6.2c	Safety, Business Continuity, and Resilience
		6.2c(1)	Safety
		6.2c(2)	Business Continuity and Resilience
		7.1	Product and Process Results
8.7	Control of Non-conforming Products and Services	6.1	Work Processes
		6.1a(1)	Determination of Product and Process Requirements
		6.1a(2)	Key Work Processes
		6.1a(3)	Design Concepts
		6.1b(1)	Process Implementation
		6.1b(2)	Support Processes
		6.1c	Supply-Network Management
		6.2a	Process Efficiency and Effectiveness
		6.2c	Safety, Business Continuity, and Resilience
		6.2c(1)	Safety
		6.2c(2)	Business Continuity and Resilience
		7.1	Product and Process Results
8.8 8.8.1 8.8.2	External Business Operational Influences Determining External Business Operational Influences Monitoring External Business Operational Influences	P.2	Organizational Situation
		P.2a	Competitive Environment
		P.2a(1)	Competitive Position
		P.2a(2)	Competitiveness Changes
		P.2a(3)	Comparative Data
		P.2b	Strategic Context
		P.2c	Performance Improvement System
		5.1a(3)	Workforce Change Management
		5.1a(4)	Work Accomplishment
		5.1b	Workforce Climate
9.0	BUSINESS PERFORMANCE EVALUATION	P.2c	Performance Improvement System
		1.2a	Organizational Governance
		1.2a(2)	Performance Evaluation
		4.0	Measurement, Analysis, and Knowledge Management
		6.2	Operational Effectiveness
		7.0	Results
		7.1	Product and Process Results
		7.1a	Customer-Focused Product and Service Results
		7.1b	Work Process Effectiveness Results
		7.1b(1)	Process Effectiveness and Efficiency
		7.1b(2)	Safety and Emergency Preparedness
		7.1c	Supply-Network Management Results
		7.2	Customer-Focused Results
		7.2a	Customer Satisfaction
		7.2a(1)	Customer Engagement
		7.2a(2)	Strategy Implementation Results

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
9.0	Business Performance Evaluation	4.1	Measurement, Analysis, and Improvement of Organizational Performance
		7.3	Workforce Results
		7.3a	Workforce-Focused Results
		7.3a(1)	Workforce Capability and Capacity
		7.3a(2)	Workforce Climate
		7.3a(3)	Workforce Engagement
9.1	Monitoring, Measurement, Analysis and Evaluation	7.3a(4)	Workforce Development
		7.4	Leadership and Governance Results
		7.4a	Leadership, Governance, and Societal Contribution Results
		7.4a(1)	Leadership
		7.4a(2)	Governance
		7.4a(3)	Law and Regulation
		7.4a(4)	Ethics
		7.4a(5)	Society
		7.5	Financial, Market, and Strategy Results
		7.5a	Financial and Market Results
		7.5a(1)	Financial Performance
		7.5a(2)	Marketplace Performance
		7.5b	Strategy Implementation Results
9.1.1	Monitoring and Measurement of Processes	4.1a	Performance Measurement
		4.1a(1)	Performance Measures
		4.1a(2)	Comparative Data
		4.1a(3)	Measurement Agility
		5.2c	Performance Management and Development
		5.2c(1)	Performance Management
		5.2c(2)	Performance Development
		6.2a	Process Efficiency and Effectiveness
		7.1	Product and Process Results
		7.1b)	Work Process Effectiveness Results
		7.1b(1)	Process Effectiveness and Efficiency
		7.5b	Strategy Implementation Results
9.1.2	Monitoring and Measurement of Goods and Service	4.1b	Performance Analysis and Review
		7.1	Product and Process Results
		7.5b	Strategy Implementation Results
9.1.3	Shareholder Perception Evaluation	4.1b	Performance Analysis and Review
		7.5	Financial, Market, and Strategy Results
		7.5a	Financial and Market Results
		7.5a(1)	Financial Performance
		7.5a(2)	Marketplace Performance
		7.5b	Strategy Implementation Results
9.1.4	Customer Satisfaction and Perception Evaluation	3.2b	Determination of Customer Satisfaction and Engagement
		3.2b(1)	Satisfaction, Dissatisfaction, and Engagement
		3.2b(2)	Satisfaction Relative to Other Organizations
		7.1a	Customer-Focused Product and Service Results
		7.2a(1)	Customer Satisfaction
		7.5b	Strategy Implementation Results
9.1.5	Employee Perception Evaluation	4.1a(3)	Measurement Agility
		5.1a	Workforce Capability and Capacity
		5.1a(1)	Capability and Capacity Needs
		5.1a(2)	New Workforce Members
		5.1a(3)	Workforce Change Management
		5.1a(4)	Work Accomplishment
		5.2a	Assessment of Workforce Engagement
		5.2a(1)	Drivers of Engagement
		5.2a(2)	Assessment of Engagement
		5.2c(3)	Learning and Development Effectiveness
9.1.6	Supplier Perception Evaluation	P.1b(3)	Suppliers, Partners, and Collaborators
		1.1a(1)	Setting Vision and Values
		1.2b(2)	Ethical Behavior of Suppliers
		2.1a(4)	Work Systems and Core Competencies of Suppliers
		2.2a(2)	Key Supplier to the Action Plan Implementation
		4.2a(2)	Availability of Supplier data and information
		6.1c	Supply-Network Management
		7.1c	Supply-Network Management Results
9.1.7	Stakeholders Perception, Expectations and Satisfaction	P.2	Organizational Situation
		P.2a	Competitive Environment
		P.2a(1)	Competitive Position
		P.2a(2)	Competitiveness Changes
		P.2a(3)	Comparative Data
		P.2b	Strategic Context
		P.2c	Performance Improvement System
		4.1b	Performance Analysis and Review
		7.5a	Financial, Market, and Strategy Results
		7.5b	Strategy Implementation Results

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
		2.1a	Strategy Development Process
		2.1a(3)	Strategy Considerations
		4.1a	Performance Measurement
		4.1a(1)	Performance Measures
		4.1a(2)	Comparative Data
9.2	**Internal Audit**	4.1a(3)	Measurement Agility
		5.2c	Performance Management and Development
9.2.1	**Internal Audit Planning (Frequency and Scope)**	5.2c(1)	Performance Management
9.2.2	**Audit Selection**	5.2c(2)	Performance Development
9.2.3	**Registering Audit Results and Products**	6.2a	Process Efficiency and Effectiveness
		7.1	Product and Process Results
		7.1b)	Work Process Effectiveness Results
		7.1b(1)	Process Effectiveness and Efficiency
		7.4	Leadership and Governance Results
		7.5b	Strategy Implementation Results
		1.2a(1)	Governance System
		7.0	Results
		7.1	Product and Process Results
		7.1a	Customer-Focused Product and Service Results
		7.1b	Work Process Effectiveness Results
		7.1b(1)	Process Effectiveness and Efficiency
		7.1b(2)	Safety and Emergency Preparedness
		7.1c	Supply-Network Management Results
		7.2	Customer-Focused Results
		7.2a	Customer Satisfaction
		7.2a(1)	Customer Engagement
		7.2a(2)	Strategy Implementation Results
		4.1	Measurement, Analysis, and Improvement of Organizational Performance
		7.3	Workforce Results
		7.3a	Workforce-Focused Results
9.3	**Management review**	7.3a(1)	Workforce Capability and Capacity
		7.3a(2)	Workforce Climate
		7.3a(3)	Workforce Engagement
		7.3a(4)	Workforce Development
		7.4	Leadership and Governance Results
		7.4a	Leadership, Governance, and Societal Contribution Results
		7.4a(1)	Leadership
		7.4a(2)	Governance
		7.4a(3)	Law and Regulation
		7.4a(4)	Ethics
		7.4a(5)	Society
		7.5	Financial, Market, and Strategy Results
		7.5a	Financial and Market Results
		7.5a(1)	Financial Performance
		7.5a(2)	Marketplace Performance
		7.5b	Strategy Implementation Results
		P.2	Organizational Situation
		P.2a	Competitive Environment
		P.2a(1)	Competitive Position
		P.2a(2)	Competitiveness Changes
9.4	**Management of Unforeseeable Event**	P.2a(3)	Comparative Data
		P.2b	Strategic Context
		P.2c	Performance Improvement System
		5.1a(3)	Workforce Change Management
		5.1a(4)	Work Accomplishment
		5.1b	Workforce Climate
		P.2c	Performance Improvement System
		1.1c	Mission and Organizational Performance
		1.1c(1)	Creating an Environment for Success
		4.1	Measurement, Analysis, and Improvement of Organizational Performance
10.0	**BUSINESS IMPROVEMENT**	4.1c	Performance Improvement
		5.2c(2)	Performance Development
		6.1b	Process Management and Improvement
		6.1b(3)	Product and Process Improvement
		7.0	Results
		7.1a	Customer-Focused Product and Service Results
		7.1c	Supply-Network Management Results
		7.5b	Strategy Implementation Results
		P.2c	Performance Improvement System
		1.1c	Mission and Organizational Performance
10.1	**Opportunities for Improvement**	1.1c(1)	Creating an Environment for Success
		4.1c(1)	Performance Improvement Future Performance
		6.1b	Process Management and Improvement
		6.1b(3)	Product and Process Improvement

Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives	Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects
10.2	**Nonconformity and Corrective Action**	**6.0**	**Operations**
		6.1	**Work Processes**
		6.1b	**Process Management and Improvement**
		6.1c	**Supply-Network Management**
		6.1d	**Management of Opportunities for Innovation**
		6.2	**Operational Effectiveness**
		6.2a	**Process Efficiency and Effectiveness**
		6.2c	**Safety, Business Continuity, and Resilience**
10.2.1	**Non-conformance Identification and Containment**	**4.0**	**Measurement, Analysis, and Knowledge Management**
		4.1	**Measurement, Analysis, and Improvement of Organizational Performance**
		4.1a(3)	**Measurement Agility**
		6.1a(1)	**Determination of Product and Process Requirements**
		6.1a(2)	**Key Work Processes**
		6.1a(3)	**Design Concepts**
		6.1c	**Supply-Network Management**
		6.2a	**Process Efficiency and Effectiveness**
		6.2c	**Safety, Business Continuity, and Resilience**
		6.2c(1)	**Safety**
		6.2c(2)	**Business Continuity and Resilience**
		7.1	**Product and Process Results**
10.2.2	**Root Cause Analysis**	**3.2b(1)**	**Satisfaction, Dissatisfaction, and Engagement**
		3.2c	**Use of Voice-of-the-Customer and Market Data**
		4.1b	**Performance Analysis and Review**
		1.2a(2)	**Performance Evaluation**
		4.0	**Measurement, Analysis, and Knowledge Management**
		6.2	**Operational Effectiveness**
		7.0	**Results**
		7.1	**Product and Process Results**
		7.1a	**Customer-Focused Product and Service Results**
		7.1b	**Work Process Effectiveness Results**
		7.1b(1)	**Process Effectiveness and Efficiency**
		7.1b(2)	**Safety and Emergency Preparedness**
		7.1c	**Supply-Network Management Results**
		7.2	**Customer-Focused Results**
		7.2a	**Customer Satisfaction**
		7.2a(1)	**Customer Engagement**
		7.2a(2)	**Strategy Implementation Results**
10.2.3	**Corrective Action**	**1.1a**	**Establishing Vision and Values**
		1.1a(1)	**Setting Vision and Values**
		2.2a	**Action Plan Development and Deployment**
		2.2a(1)	**Action Plans**
		2.2a(2)	**Action Plan Implementation**
		2.2a(3)	**Resource Allocation**
		2.2a(4)	**Workforce Plans**
		2.2a(5)	**Performance Measures**
		2.2a(6)	**Performance Projections**
		2.2b	**Action Plan Modification**
		4.1b(2)	**Comparative Data**
		5.2c(1)	**Performance Management**
		5.2c(2)	**Performance Development**
		7.3a	**Workforce-Focused Results**
		7.5b	**Workforce Engagement**
10.2.4	**Preventive Measures**	**6.2**	**Operational Effectiveness**
		6.2a	**Process Efficiency and Effectiveness**
		6.2b	**Security and Cybersecurity**
		6.2c	**Safety, Business Continuity, and Resilience**
		6.2c(1)	**Safety**
		6.2c(2)	**Business Continuity and Resilience**
10.3	**Continual Improvement.**	**P.2c**	**Performance Improvement System**
		1.1c	**Mission and Organizational Performance**
		1.1c(1)	**Creating an Environment for Success**
		4.1	**Measurement, Analysis, and Improvement of Organizational Performance**
		4.1c	**Performance Improvement**
		4.1c(2)	**Continuous Improvement and Innovation**
		5.2c(2)	**Performance Development**
		6.1b	**Process Management and Improvement**
		6.1b(3)	**Product and Process Improvement**
		7.0	**Results**
		7.1a	**Customer-Focused Product and Service Results**
		7.1c	**Supply-Network Management Results**
		7.5b	**Strategy Implementation Results**

BMQS Standard Appendix A Correlation and Cross Reference with Baldrige Excellence Framework 2021-2022

Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects	Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives
P1	**ORGANIZATIONAL DESCRIPTION**	4.0	**Context of the Business**
a)	Organizational Environment	4.1	Understanding the Company and its Relations
1)	Product Offerings	4.3	Business Management System Scope
2)	Mission, Vision, Values, and Culture	5.2	Business Management Policy
3)	Workforce Profile	7.2	Competence and Capability
4)	Assets	7.1.3	Premises Infrastructure and Working Environment
5)	Regulatory Environment	4.2.2	Legal and Regulatory Requirements
b)	Organizational Relationships	4.2	Understanding the needs and expectations of interested parties
		4.2.1	General
1)	Organizational Structure	5.3	Company Roles, Responsibilities, and Authorities
2)	Customers and Stakeholders	4.2.3	Identification of Business Stakeholders
3)	Suppliers, Partners, and Collaborators	4.2.4	Customer Responsibility and Focus
P2	**ORGANIZATIONAL SITUATION**	6.0	**Business Planning**
a)	Competitive Environment	6.1	Actions to Address Risks and Opportunities
1)	Competitive Position	6.1.1	Risk Identification and Management
2)	Competitiveness Changes	6.4	Management of Change
3)	Comparative Data	6.2.4	Market Analysis and Planning
b)	Strategic Context	6.2	Business Objectives and Plans
c)	Performance Improvement System	10.0	Business Improvement
1.0	**LEADERSHIP**	5.3	**Company Roles, Responsibilities, and Authorities**
1.1	Senior Leadership	5.1	Commitment
a)	Vision and Values	5.1.2	Management Commitment
1)	Setting Vision and Values	5.2	Business Management Policy
2)	Promoting Legal and Ethical Behavior	5.5	Cultural Issues and Conventions
b)	Communication	7.4	Communication
c)	Mission and Organizational Performance	5.2	Business Management Policy
1)	Creating an Environment for Success	8.1	Operational Planning and Control
2)	Creating a Focus on Action	8.0	Business Operation
1.2	Governance and Societal Contribution	5.0	Governance and Commitment
a)	Organizational Governance	5.1	Commitment
1)	Governance System	5.4	Documented Business Management System
2)	Performance Evaluation	5.5	Cultural Issues and Conventions
		9.1	Monitoring, Measurement, Analysis, and Evaluation
b)	Legal and Ethical Behavior	4.2	Understanding the Needs and Expectations of Interested Parties
		4.2.2	Legal and Regulatory Requirement
1)	Legal and Regulatory Compliance	5.5.1	Cultural Issues
2)	Ethical Behavior	5.5.2	National and International Conventions
c)	Societal Contributions	0.1	General
		5.5.1	Cultural Issues
1)	Societal Well-Being	7.1.2	Provision of Resources
2)	Community Support	8.8	External Business Operational Influences
2.0	**STRATEGY**	6.0	**Business Planning**
2.1	Strategy Development	6.1	Actions to Address Risks and Opportunities
a)	Strategy Development Process	6.1.1	Risk Identification and Management
		6.1.2	Make or Buy Analysis and Planning
1)	Strategic Planning Process	6.1.3	Project Management Planning
2)	Innovation	6.1.4	Process Planning, Management, and Control
3)	Strategy Considerations	6.1.5	Outsourcing and Subcontract Planning
4)	Work Systems and Core Competencies	6.1.6	Goods and Service Planning Analysis and Review
b)	Strategic Objectives	6.2	Business Objectives
1)	Key Strategic Objectives	6.2.1	Business Objectives
2)	Strategic Objective Considerations	6.2.3	Business Analysis and Planning
2.2	Strategy Implementation	6.2.3	Business Analysis and Planning
a)	Action Plan Development and Deployment	6.2.1	Business Objectives
1)	Action Plans	6.2.2	Business Plans
2)	Action Plan Implementation	6.2.3	Business Analysis and Planning
3)	Resource Allocation	6.2.4	Market Analysis and Planning
4)	Workforce Plans	6.2.5	Sales Forecasting and Realization
5)	Performance Measures	6.2.6	Financial Analysis and Planning
6)	Performance Projections	6.2.7	Budget Management and Cost Control
		6.2.7.1	Budget Management
b	Action Plan Modification	6.2.7.2	Cost Control
3.0	**CUSTOMERS**	4.2.4	**Customer Responsibility and Focus**
3.1	Customer Expectations	8.2	Customer Related Business Activities
a)	Customer Listening	8.2.5	Customer Communication
1)	Current Customers	8.2.1	Determination of Requirements
2)	Potential Customers	8.1.2	Marketing and Public Relations
b)	Customer Segmentation and Product Offerings	8.1.3	Customer Services and Support
		8.2.3	Review of Requirement Applications and Use
1)	Customer Segmentation	8.2.4	Customer Use Lifecycle Support and Provision.
2)	Product Offerings		

Clause Ref	Baldrige Excellence Framework 2019-2020 Improvement Management Subjects		Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives
3.2		Customer Engagement	8.2	Customer Related Business Activities
a)		Customer Relationships and Support	8.2.1	Determination of Requirements
	1)	Relationship Management	8.2	Customer Related Business Activities
	2)	Customer Access and Support	8.2.1	Determination of Requirements
	3)	Complaint Management	8.2.2	Review of Requirements
b)		Determination of Customer Satisfaction and Engagement	8.2.3	Review of Requirement Applications and Use
			8.2.4	Customer Use Lifecycle Support and Provision.
			8.2.5	Customer Communication
	1)	Satisfaction, Dissatisfaction, and Engagement	9.1.4	Customer Satisfaction and Perception Evaluation
	2)	Satisfaction Relative to Other Organizations	9.1.2	Monitoring and Measurement of Goods and Service
c)		Use of Voice-of-the-Customer and Market Data	9.1.4	Customer Satisfaction and Perception Evaluation
4.0		MEASUREMENT, ANALYSIS, AND KNOWLEDGE IMPROVEMENT MANAGEMENT	9.0	Business Performance Evaluation
4.1		Measurement, Analysis, and Improvement of Organizational Performance	9.1	Monitoring, Measurement, Analysis, and Evaluation
a)		Performance Measurement	9.1.1	Monitoring and Measurement of Processes
	1)	Performance Measures	9.1.2	Monitoring and Measurement of Goods and Service
			9.1.3	Shareholder Perception Evaluation
			9.1.4	Customer Satisfaction and Perception Evaluation
			9.1.5	Employee Perception Evaluation
			9.1.6	Supplier Perception Evaluation
			9.1.7	Stakeholders Perception, Expectations, and Satisfaction
	2)	Comparative Data	8.3	Research and Development
	3)	Measurement Agility	6.4	Management of Change
b)		Performance Analysis and Review	9.1	Monitoring, Measurement, Analysis and Evaluation
			9.3	Management Review
c)		Performance Improvement	10.0	Business Improvement
	1)	Future Performance	10.1	Opportunities for Improvement
	2)	Continuous Improvement and Innovation	10.3	Continual Improvement.
4.2		Information and Knowledge Management	7.5	Documented Information
a)		Data and Information	7.5.1	General Documented Information
			8.3.4a-d	Research and Development Projects
	1)	Quality	7.5.2	Creating and Updating
			7.5.3	Control of Documented Information
	2)	Availability	7.5.3.1	Document and Data Control
			7.5.3.2	Control of Business Records
b)		Organizational Knowledge	8.3.3-4	Research and Development Planning
	1)	Knowledge Management	7.5.3.1	Document and Data Control
	2)	Best Practices	7.5.3.2	Control of Business Records
	3)	Organizational Learning	5.4	Documented Business Management System
			8.1.8	Configuration Management
			7.4.1	Training and Instruction
5.0		WORKFORCE	7.0	SUPPORT
5.1		Workforce Environment	7.1	Support and Resource
			7.1.3	Premises Infrastructure and Working Environment
a)		Workforce Capability and Capacity	7.2	Competence and Capability
	1)	Capability and Capacity Needs	7.1.1/2	Resource Requirement Identification/ Provision of Resources
	2)	New Workforce Members	7.4.1/2	Training and Instruction/Advice and Correction
	3)	Workforce Change Management	6.4.1	Indigenous Change Preparation and Management
	4)	Work Accomplishment	7.3	Awareness and Understanding
			9.1.5	Employee Perception Evaluation
b)		Workforce Climate	7.1.3	Premises Infrastructure and Working Environment
	1)	Workplace Environment	7.1.3	Premises Infrastructure and Working Environment
	2)	Workforce Benefits and Policies	7.1.4	Occupational Health and Safety
			4.2	Understanding the Needs and Expectations of Interested Parties
5.2		Workforce Engagement	5.1	Commitment
			5.1.1	Teamwork and Engagement
a)		Assessment of Workforce Engagement	9.1.5	Employee Perception Evaluation
	1)	Drivers of Engagement	7.2	Competence and Capability
	2)	Assessment of Engagement	7.3	Awareness and Understanding.
b)		Organizational Culture	4.1	Understanding the Company and its Relations
			7.6	Resource and Support for External Influences
c)		Performance Management and Development	7.1.6	Human Resources
			7.5	Documented Information
	1)	Performance Management	7.2	Competence and Capability
	2)	Performance Development	7.4/7.4.1	Communication/Training and Instruction
	3)	Learning and Development Effectiveness	7.4.2	Communication/Training and Instruction
	4)	Career Development	7.1.1/2	Resource Requirement Identification/Provision of Resources
	5)	Equity and Inclusion	5.5	Cultural Issues and Conventions

CLAUSE REF	BALDRIGE EXCELLENCE FRAMEWORK 2019-2020 IMPROVEMENT MANAGEMENT SUBJECTS		Clause Ref	BMQS75000:2020 Business Management Standard Solutions and Directives
6.0	**OPERATIONS**		**8.0**	**BUSINESS OPERATION**
6.1	**Work Processes**		8.1	Operational Planning and Control
a)	**Product and Process Design**		8.3	Research and Development
	1)	Determination of Product and Process Requirements	8.3	Research and Development Business Activities
	2)	Key Work Processes	8.1	Operational Planning and Control
	3)	Design Concepts	8.4	Design and Selection
b)	**Process Management and Improvement**		8.6	Business Goods and Service Processes
	1)	Process Implementation	8.6.1	Control of Goods and Service Provision
	2)	Support Processes	8.6.1.5	Control of Equipment, Tools, Software, and Programs
	3)	Product and Process Improvement	10.1/3	Opportunity for Improvements/Continual Improvement
c)	**Supply-Network Management**		8.5	Purchasing Business Activities
d)	**Innovation Management**		6.1.3	Project Management
			8.3	Research and Development
6.2	**Operational Effectiveness**		9.0	Business Performance Evaluation
a)	**Process Efficiency and Effectiveness**		9.1.1	Monitoring and Measurement of Processes
b)	**Security and Cybersecurity**		6.1.1	Risk Identification and Management
			8.6.1.5	Control of Equipment, Tools, Software, and Programs
c)	**Safety and Emergency Preparedness**		8.6.1.1	Process Safety and Environmental Impacts
	1)	Safety	7.1.4	Occupational Health and Safety
	2)	Business Continuity	6.1.1	Risk Identification and Management
			6.3	Business Continuity
7.0	**RESULTS**		**9.0**	**Business Performance Evaluation**
7.1	**Product and Process Results**		9.1.1	Monitoring and Measurement of Processes
			9.1.2	Monitoring and Measurement of Goods and Service
a)	**Customer-Focused Product and Service Results**		9.1.4	Customer Satisfaction and Perception Evaluation
b)	**Work Process Effectiveness Results**		9.1.1	Monitoring and Measurement of Processes
	1)	Process Effectiveness and Efficiency	9.1.1	Monitoring and Measurement of Processes
	2)	Safety and Emergency Preparedness	6.3	Business Continuity
			6.4	Management of Change
			7.1.4	Occupational Health and Safety
			9.4	Management of Unforeseeable Events
c)	**Supply-Network Management Results**		8.5	Purchasing Business Activities
			9.1.6	Supplier Perception Evaluation
7.2	**Customer Results**		8.2	Customer Related Business Activities
a)	**Customer-Focused Results**		4.2.4	Customer Related Business Activities
	1)	Customer Satisfaction	9.1.4	Customer Satisfaction and Perception Evaluation
	2)	Customer Engagement	8.2	Customer Related Business Activities
7.3	**Workforce Results**		7.0/7.1	Support/Resources
a)	**Workforce-Focused Results**		7.1.6	Human Resources
	1)	Workforce Capability and Capacity	7.2	Competence and Capability
	2)	Workforce Climate	7.1.3	Premises Infrastructure and Working Environment
			7.1.4	7.1.4 Occupational Health and Safety
	3)	Workforce Engagement	7.4/7.4.1	Communication/ Training and Instruction
	4)	Workforce Development	7.4.2	Advice and Correction
7.4	**Leadership and Governance Results**		5.0-5.5	Governance and Commitment
a)	**Leadership, Governance, and Societal Contribution**		5.2	Business Management Policy
	1)	Leadership	5.1	Commitment
	2)	Governance	5.2	Business Management Policy
	3)	Law and Regulation	4.2.2	Legal and Regulatory Requirements
	4)	Ethics	5.5	Cultural Issues and Conventions
	5)	Society	5.5.1/2	Cultural Issues/ National and International Conventions
7.5	**Financial, Market, and Strategy Results**		6.1/6.2	Business Objectives and Plans
			6.3	Business Continuity
			6.4	Management of Change
a)	**Financial and Market Results**		8.1.1	Financial Administration and Accounts
	1)	Financial Performance	6.2.6	Financial Analysis and Planning
	2)	Marketplace Performance	6.2.4	Market Analysis and Planning
			8.1.2	Marketing and Public Relations
b)	**Strategy Implementation Results**		9.0/9.4	Business Performance Evaluation/ Management Review
			10.0-3	Business Improvement

CONFORMANCE TO BMS75000:2020 BUSINESS MANAGEMENT SYSTEM STANDARD
The assessment of any organization for compliance with the Business Management Standard is greatly assisted by using the Baldrige Excellence Framework 2021-2022 because the framework presents a series of questions to which the BMS75000:2020 provides solutions.

It does however require a broad interpretation of both specifications to apply due to the structure and terminology used in each of the management disciplines and the extensive scope of the standard.

By considering the main heading in BMS75000:2020 we can approach the task in a disciplined fashion:

BMS75000:2020 Business Management Standard		Baldrige Excellence Framework 2021-2022	
Introduction		Introduction.	
1.0	Scope		Criteria for Performance Excellence Overview
2.0	Normative references		Core values and concepts.
3.0	Terms and definitions		Terms and definitions
4.0	Context of the Business	P.1	Organizational Profile
5.0	Governance and Commitment	1	Leadership
6.0	Business Planning	2	Strategy
7.0	Support	5	Workforce
8.0	Business Operation	3	Customers
		6	Operations
9.0	Business Performance Evaluation	4	Measurement, Analysis, and Knowledge Management
		7	Results
10.0	Business Improvement	P.2	Organizational Situation

There is reasonable parity between Baldrige and BMS75k in all subjects as shown in the above listings, however, a good degree of interpretation is needed under the subject of operations to find the solutions to the questions asked.

P.1 Organizational Description Purpose   **BMS75000:2020   4.0 Context of the Business**
This initial set of queries seek to set the key characteristics and relationships within the organization and are matched with the solutions in clause 4.0 of BMS7500:2020 which specifies requirements for the context for the organization.

Baldrige Excellence Framework 2021-2022	BMS75000:2020 Business Management Standard Solutions	
a. Organizational Environment	**4.1**	**Understanding the Company and its Relations**
(1) Product Offerings	**4.3**	**Business Management System Scope**
(2) Mission, vision, values, and Culture	**5.2**	**Business Management Policy**
(3) Workforce Profile	**7.2**	**Competence and Capability**
(4) Assets	**7.1.3**	**Premises Infrastructure and Working Environment**
(5) Regulatory Environment	**4.2.2**	**Legal and Regulatory Requirements**
b. Organizational Relationships	**4.2**	**Understanding the needs and expectations of interested parties**
(1) Organizational Structure	**5.3**	**Company Roles, Responsibilities and Authorities**
(2) Customers and Stakeholder	**4.2.3**	**Identification of Business Stakeholders**
(3) Suppliers, Partners, and Collaborators	**4.2.3**	**Identification of Business Stakeholders**

These are the prime solutions to P.1 of the Baldridge Framework addressed in Clause 4.0 of the BMS75000:2020 Business Management Standard. In support of specifying and describing the Purpose of the Organization, consideration can also be given to clause 5 which covers Governance and Commitment, and Clause 7.0 which discusses Resources and Support.

P.2 Organizational Situation Purpose   **BMS75000:2020   6.0 Business Planning**
Here we are required to address the competitive nature and the market environment in which we do business. The key strategic challenges and advantages, attributes, and threats we have to manage as well as risks need to be identified and established as part of our performance improvement learning practices and procedures. We need to demonstrate understanding of the key business challenges to establish and preserve our competitive advantage, mitigate risks, and consolidate our position within our Business and Strategic Situation.

Baldrige Excellence Framework 2021-2022	BMS75000:2020 Business Management Standard Solutions	
a. Competitive Environment	**6.1**	**Actions to address Risks and Opportunities**
(1) Competitive Position	**6.1.1**	**Risk Identification and Management**
(2) Competitiveness Changes	**6.4**	**Management of Change**
(3) Comparative Data	**6.2.4**	**Market Analysis and Planning**
b. Strategic Context challenges and advantages	**6.2**	**Business Objectives and Plans**
c. Performance Improvement System	**10.0**	**Business Improvement**

The prime solutions to P.2 of the Baldridge Framework are addressed in Clause 6.0 of the BMS75000:2020 Business Management Standard. In support of specifying and describing the Situation of the Organization, consideration can also be given to clause 10.0 which covers corrections and improvements. For an in-depth solution, it is advised to visit Clause 8 of BMS75000:2020 Business Management Standard which details the operation of the organization and includes:

8.1	**Operational Planning and Control**
8.1.1	**Financial Administration and Accounts**
8.1.2	**Marketing and Public Relations**
8.1.3	**Customer Services and Support**
8.1.4	**Technical Services and Support**
8.1.5	**Goods and Service Management and Distribution**
8.1.6	**Process Management and Stewardship**
8.1.7	**Servicing and After Sales Administration**
8.1.8	**Goods, Service and Process Configuration Management**

1.0   LEADERSHIP (CATEGORY 1)   **BMS75000:2020 CLAUSE 5.3   COMPANY ROLES, RESPONSIBILITIES, AND AUTHORITIES**

Under this category, we need to address our Executives Performance and that of other Senior Managers in the organization. We must assess how well the stewardship of the business is being exercised in line with the Business Management System. This will include their example being set and their activity as well as how the documented business governance system sustains the organization.

The Leadership category investigates how senior leaders' actions guide and sustain the business in particular the systems for governance and stewardship. This includes our legal and ethical responsibilities and the contributions the business makes to the wider social fabric with which its product and service are associated and identified.

Baldrige Excellence Framework 2021-2022	**BMS75000:2020 Business Management Standard Solutions**	
1.1 Senior Leadership Purpose	**5.1**	**Commitment**
1.1a. Establishing Vision and Values	**5.1.2**	**Management Commitment**
(1) Setting Vision and Values	**5.2**	**Business Management Policy**
(2) Promoting Legal and Ethical Behavior	**5.5**	**Cultural Issues and Conventions**
1.1b. Communication	**7.4**	**Communication**
1.1c. Mission and Organizational Performance	**5.2**	**Business Management Policy**
(1) Creating an Environment for Success	**8.1**	**Operational Planning and Control**
(2) Creating a Focus on Action	**8.0**	**Business Operation**

1.2   Governance and Societal Contributions Purpose   **BMS75000:2020 Clause 5.0 Governance and Commitment**

This item asks about key aspects of our Corporate Governance, including the improvement of Executives and other Authorized Leaders. It also enquires into practices in the organization which ensure legal compliance and standards for ethical conduct are fulfilled. Here the social accountability of the organization is commended and identified together with the contribution to local and global key communities**.**

Baldrige Excellence Framework 2021-2022	**BMS75000:2020 Business Management Standard Solutions**	
1.2a. Organizational Governance	**5.0**	**Governance and Commitment**
(1) Governance System	**5.4**	**Documented Business Management System**
(2) Performance Evaluation	**9.1**	**Monitoring, Measurement, Analysis, and Evaluation**
1.2b. Legal and Ethical Behavior	**4.2**	**Understanding the Needs and Expectations of Interested Parties**
(1) Legal and Regulatory	**4.2.2**	**Legal and Regulatory Requirement**
(2) Ethical Behavior	**5.5**	**Cultural Issues and Conventions**
1.2c. Societal Contributions	**0.1**	**General Introduction**
(1) Societal Well-Being	**5.5.1**	**Cultural Issues**
(2) Community Support	**7.6**	**Resource and Support for External Influences**

Solutions for 1.2 of the Baldridge Framework are mainly addressed in Clause 5.0 of the BMS75000:2020 Business Management Standard, however, the obligation for legal and ethical behavior is better served with directives from Clause 4.2 which specifies the requirements for Understanding the Needs and Expectations of Interested Parties, including compliance with Legal and Regulatory Requirement. Social contributions and community support is well served in Clause 7.6 Resource and Support for External Influences, and additionally by following the directives in the following:

BMS75000:2020 Business Management Standard	
4.1	**Understanding the Company and its Relations**
4.5	**External Business Considerations**
6.4.2	**External Change Preparation and Management**
6.4.3	**Planning and Accommodating External Issues**
8.8	**External Business Operational Influences**
9.1.3	**Shareholder Perception Evaluation**
9.1.7	**Stakeholders Perception, Expectations, and Satisfaction**
9.4	**Management of Unforeseeable Events**

2.0   STRATEGY (CATEGORY 2)   **BMS75000:2020 CLAUSE 6.0   BUSINESS PLANNING**

In matters of strategy, we must approach the subject with a broad interpretation and include Business Planning in the definition. This category asks us to consider how to select and develop strategic business objectives and plans, then what methods are used to implement them, and measure progress. There must also be a means by which strategic objectives require modification, updating, and changing due to unforeseeable events. It is stressed that our organization's long-term business success and competitive environment are addressed as key strategic issues.

Baldrige Excellence Framework 2021-2022	**BMS75000:2020 Business Management Standard Solutions**	
2.1 Strategy Development	**6.1**	**Actions to Address Risks and Opportunities**
2.1a) Strategy Development Process	**6.1.1**	**Risk Identification and Management**
1) Strategic Planning Process	**6.1.2**	**Make or Buy Analysis and Planning**
2) Innovation	**6.1.3**	**Project Management Planning**
3) Strategy Considerations	**6.1.4**	**Process Planning, Management, and Control**
	6.1.5	**Outsourcing and Subcontract Planning**
4) Work Systems and Core Competencies	**6.1.6**	**Goods and Service Planning Analysis and Review**
2.1b) Strategic Objectives	**6.2**	**Business Objectives and Plans**
1) Key Strategic Objectives	**6.2.1**	**Business Objectives**
	6.2.2	**Business Plans**
2) Strategic Objective Considerations	**6.2.3**	**Business Analysis and Planning**

It should be observed that the first decision in a business matter would be **"Make or Buy"** and although this has no separate consideration in the Baldrige Excellence Framework 2021-2022, it would undoubtedly be part of the strategic development and planning process.

2.2   Strategy Implementation   BMS75000:2020 Clause 6.2   Business Objectives and Plans

The implementation of strategy identifies how we establish a strategy to address our challenges and influence the advantages we have in making decisions about the prime working procedures and competencies. We must also define our key strategic objectives and the targets set by management to achieve. This strengthens our performance, competitiveness, and planned success.

Baldrige Excellence Framework 2021-2022   BMS75000:2020 Business Management Standard Solutions

2.2a Action Plan Development and Deployment		**6.2.3**	**Business Analysis and Planning**
2.2b Action Plans		**6.2.2**	**Business Planning**
1)	**Action Plan Implementation**	**6.2.3**	**Business Analysis and Planning**
2)	**Resource Allocation**	**6.2.7**	**Budget Management and Cost Control**
3)	**Workforce Plans**	**7.1.1-2**	**Resource Requirement Identification and Provision**
4)	**Performance Measures**	**6.2.1**	**Business Objectives**
5)	**Performance Projections**	**6.2.2**	**Business Plans**
6)	**Action Plan Modification**	**6.4**	**Management of Change**

In respect of Strategy Implementation, the Baldrige Excellence Framework 2021-2022 calls for the sequence of Plan-Implement-Resource, Workforce, and Performance in quite broad terms. The solution offered by the BMS75000:2020 Business Management Standard provides a vocational structure to the strategic implementation in clause 6.2. This is further developed under Clause 8.1 with each department contributing to the Strategic Plan:

BMS75000:2020 Business Planning Clause 6.0   BMS75000:2020 Business Operation Clause 8.0

6.2	**Business Objectives and Plans**	**8.1**	**Operational Planning and Control**
6.2.1	**Business Objectives**	**8.1.1**	**Financial Administration and Accounts**
6.2.2	**Business Plans**	**8.1.2**	**Marketing and Public Relations**
6.2.3	**Business Analysis and Planning**	**8.1.3**	**Customer Services and Support**
6.2.4	**Market Analysis and Planning**	**8.1.4**	**Technical Services and Support**
6.2.5	**Sales Forecasting and Realization**	**8.1.5**	**Goods and Service Management and Distribution**
6.2.6	**Financial Analysis and Planning**	**8.1.6**	**Process Management and Stewardship**
6.2.7	**Budget Management and Cost Control**	**8.1.7**	**Servicing and After Sales Administration**
6.2.7.1	**Budget Management**	**8.1.8**	**Goods, Service and Process Configuration Management**
6.2.7.2	**Cost Control**		

Typically, under the requirements of BMS75000:2020, the subject assigned authority is required to produce the details for the Strategic Plan. This can be contained in a dedicated section of the plan or referenced as a separate Analysis and Report. The reports and achievement of the Strategic Plans objectives are reviewed at planned intervals by the Business Management Representative. The review criteria, scope, frequency, and methods are defined in the documented practice and reflected in the Business Program. (See Clause 6.1 and 6.2)

3.0   CUSTOMERS (CATEGORY 3)   BMS75000:2020 CLAUSE 8.2   CUSTOMER RELATED BUSINESS ACTIVITIES

This category under the Baldrige Excellence Framework 2021-2022 asks how we engage customers initially as a prospect and long-term as a partner for continued business and achievement, including how we recognize the voice of the customer, to realize and exceed customers' expectations, and build permanent ongoing arrangements. It is stressed that engagement with our customers is important as the outcome of learning and performance of a Strategy for Excellence. The assessment of customer satisfaction and perception of our company provides important information for understanding our customers and the market in which we do business. The voice of the customer provides meaningful information on how they perceive the company and its products, but also how they conduct their own business and behaviors in the market.

BMS75000:2020 Business Management Standard Solutions

3.1	**Customer Expectations.**	**8.2 Customer Related Business Activities**	
3.1a.	**Customer Listening**	**8.2.5**	**Customer Communication**
(1)	**Current Customers**	**8.2.1**	**Determination of Requirements**
(2)	**Potential Customers**	**8.1.2**	**Marketing and Public Relations**
3.1b.	**Customer Segmentation and Product Offerings**	**8.1.3**	**Customer Services and Support**
(1)	**Customer Segmentation**	**8.2.3**	**Review of Requirement Applications and Use**
(2)	**Product Offerings**	**8.2.4**	**Customer Use Lifecycle Support and Provision.**

The above requirements from the Baldrige Excellence Framework 2021-2022 and solutions offered by BMS75000:2020 direct our processes for listening to customers and defining customer categories. It also asks about the processes and procedures we have for servicing customers' inquiries and the product or service we offer in response. It recognizes what questions need to be asked to realize and exceed customers' expectations and improve our market intelligence.

3.2 Customer Engagement   BMS75000:2020 Clause 8.2   Customer Related Business Activities

The Baldrige Excellence Framework 2021-2022 asks about the procedures for establishing and building permanent relationships with our customers. This should enable customers to seek information and support for the products and services we provide. There is an inquiry into how we determine customer satisfaction and dissatisfaction, and how the voice-of-the-customer is used for collecting information. This is intended to build a customer-focused culture and loyalty.

Baldrige Excellence Framework 2021-2022   BMS75000:2020 Business Management Standard Solutions

3.2a.	**Customer Relationships and Support**	**8.2**	**Customer Related Business Activities**
(1)	**Relationship Management**	**8.2.1**	**Determination of Requirements**
(2)	**Customer Access and Support**	**8.2.2**	**Review of Requirements**
		8.2.3	**Review of Requirement Applications and Use**
(3)	**Complaint Management**	**8.2.5**	**Customer Communication**
3.2b.	**Determination of Customer Satisfaction and Engagement**	**8.2.4**	**Customer Use Lifecycle Support and Provision**
(1)	**Satisfaction, Dissatisfaction, and Engagement**	**9.1.4**	**Customer Satisfaction and Perception Evaluation**
(2)	**Satisfaction Relative to Other Organizations**	**9.1.2**	**Monitoring and Measurement of Goods and Service**
3.2c.	**Use of Voice-of-the-Customer and Market Data**	**9.1.4**	**Customer Satisfaction and Perception Evaluation**

4.0 MEASUREMENT, ANALYSIS, KNOWLEDGE MANAGEMENT (CATEGORY 4)   BMS75000:2020   CLAUSE 9.0   BUSINESS PERFORMANCE EVALUATION

The Baldrige Excellence Framework 2021-2022 asks us to define how we align our operations and techniques with the strategic plan and its objectives sighting the activities of measurement, analysis, and result recording as comparators which are core to the information and requirements needed for informed decision making to achieve and improve excellence in business management. Both the requirements from The Baldrige Excellence Framework 2021-2022 and the solution in BMS7500:2020 Business Management Standard direct us to use the activities of measurement, analysis, and performance improvement on Business Activities as well as the development of organizational knowledge to drive improvement, innovation, and competitiveness. Concern in the Baldrige Excellence Framework as to the availability, use, and accuracy of data used for decision making is core to the BMS75000:2020 Business Management Standard Solutions.

Information, analysis, and knowledge management are primary sources of competitive advantage, and their integrity is central to the directives in the solutions offered. This also provides the due diligence that executives require in support of the decisions they make and are strategically just as important. This is why the BMS75000:2020 solution is disseminated throughout the Business Management Standard requiring business records to be produced and reviewed for each strategic business subject and at each critical stage in the business program. The prime comparators from the business standard are as follows:

Baldrige Excellence Framework 2021-2022		BMS75000:2020 Business Management Standard Solutions	
4.1	**Measurement, Analysis, and Improvement of Organizational Performance:**	**9.0**	**Business Performance Evaluation**
4.1a.	**Performance Measurement**	**9.1**	**Monitoring, Measurement, Analysis and Evaluation**
(1)	**Performance Measures**	**9.1.1-7**	**Monitoring and Measurement of Business Processes**
(2)	**Comparative Data**	**8.3**	**Research and Development**
(3)	**Measurement Agility**	**6.4**	**Management of Change**
4.1b.	**Performance Analysis and Review**	**9.1.7**	**Stakeholders Perception, Expectations and Satisfaction**
		9.3	**Management Review**
4.1c)	**Performance Improvement**	**10.0**	**Business Improvement**
(1)	**Future Performance**	**10.1**	**Opportunities for Improvement**
(2)	**Continuous Improvement and Innovation**	**10.3**	**Continual Improvement**

Clause 4.1 of the Baldrige Excellence Framework 2021-2022 not only ask us to measure, analyze and review the business information we produce and use to support and improve strategic decision making, but also to question and test the comparative data we measure our results against and the source of such information and its relevance to the subject in hand in determining the degree of improvement we seek and achieve. The solutions we obtain from the Business Management Standard BMS75000:2020 reside in several disseminated areas because we also need to test the validity and integrity of the information we produce and use before we seek compatible metrics against which to measure our performance. Here we are helped by using the wider subject areas to provide solutions to the Baldrige requirements:

Clause 9.0 Business Performance Evaluation.   4.1 Measurement, Analysis, and Improvement of Organizational Performance

We are instructed by the provisions of the BMS75000:2020 Business Management Standard to review the performance of the Business Activities against the Strategic Business Plan at planned intervals following a documented practice and the provisions of the Business Program. The review must include:

a)	Strategic Business Plan and its relevance to current activities.	BFC 4.0	*Alignment of measurements with Strategic Business Plan*
b)	Effectiveness of Sub-layer Business Plans and the reported achievements.		
c)	Business Program and its contents.	BFM 4.1a	*Performance Measurement*
d)	Results from the evaluation of business performance.	BFM 4.1a(1)	*Performance Measures*
e)	Results and information derived from Internal Management Audits.		
f)	Actions arising from management reviews.	BMF 4.1b	*Performance Analysis and Review*
g)	Actions were taken to address risks and opportunities.	BFM 4.1a(3)	*Measurement Agility*

In addition, the organization is required to test and report on the effectiveness of		BMF 4.1a(1)	*Performance Measures*
h)	Risk identification and management	BMF 4.1c(1)	*Future Performance*
i)	Make or buy decisions and their analysis		
j)	Research and development activities	BMF 4.1a(2)	*Comparative Data*
k)	Design and selection activities	BMF 4.1a(2)	*Comparative Data*
l)	Project management planning and achievements	BMF 4.1c(1)	*Future Performance*
m)	Process planning, management, and control	BMF 4.1c(1)	*Future Performance*
n)	Outsourcing and subcontract planning	BMF 4.1c(2)	*Continuous Improvement*
o)	Goods and service planning		
p)	Business analysis and planning	BMF 4.1c(2)	*Continuous Improvement*
q)	Market analysis and planning	BMF 4.1c(2)	*Continuous Improvement*
r)	Sales forecasting and realization	BMF 4.1c(2)	*Continuous Improvement*
s)	Financial analysis and planning	BMF 4.1c(2)	*Continuous Improvement*
t)	Budget management and cost control	BMF 4.1c(1)	*Future Performance*

Based on the above, we review:		BMF 4.1b	*Performance Analysis and Review*
u)	Current business objectives and the effectiveness of plans to achieve	BMF 4.1b	*Performance Analysis and Review*
v)	Changes to the Strategic and Sub-layer Business Plans	BMF 4.1b	*Performance Analysis and Review*
w)	Proposed changes to the Business Objectives and Goals	BMF 4.1b	*Performance Analysis and Review*
x)	Plans and Provisions for Business Continuity	BMF 4.1b	*Performance Analysis and Review*

In determining and evaluating the effectiveness of the business activities and practices, account needs to be taken of the timeliness at which tasks and reports are completed, and their accuracy when compared against plans and objectives to which they relate or contribute. Records of the review are required to be produced, maintained, and recognized as a controlled business record.

Clause 9.0 Business Performance Evaluation.   **4.1 Measurement, Analysis, and Improvement of Organizational Performance**

Solutions for the requirements of comparative data BMF 4.1a(3) is identified and managed under Clause 8.3 of the BMS75000:2020 Business Management Standard as a task contained in the scope of the Research and Development assigned authority. Stipulations for the agility of measurements are directed in the Management of Change disciplines specified under clause 6.4 of BMS75000:2020 Business Management Standard.

4.0 MEASUREMENT, ANALYSIS, KNOWLEDGE MANAGEMENT (CATEGORY 4)   **BMS75000:2020   CLAUSE 7.5   DOCUMENTED INFORMATION**

Under the second part of the Baldrige Excellence Framework 2021-2022 clause 4.0 on Measurement, Analysis, Knowledge Management (Category 4) we are required to explain how we build, accumulate, and manage the organization's internal know-how which includes our Intellectual Property. Here we are required to ensure the quality and availability of the company information, data and accumulated knowledge are available for the correct use and interpretation.

Baldrige Excellence Framework 2021-2022		BMS75000:2020 Business Management Standard Solutions	
4.2	**Information and Knowledge Management:**	**7.5**	**Documented Information**
		7.5.1	**General Documented Information**
4.2a.	**Data and Information**	**8.3.4a-d**	**Research and Development Projects**
(1)	**Quality**	**7.5.2**	**Creating and Updating**
(2)	**Availability**	**7.5.3**	**Control of Documented Information**
4.2b.	**Organizational Knowledge**	**7.5.3.1**	**Document and Data Control**
(1)	**Knowledge Management**	**7.5.3.2**	**Control of Business Records**
(2)	**Best Practices**	**5.4**	**Documented Business Management System**
(3)	**Organizational Learning**	**7.4.1**	**Training and Instruction**

The second part of the Baldrige Excellence Framework 2021-2022 aims to improve our proficiency and effectiveness by stimulating innovation. 4.2 occupies itself with the management of information and knowledge to which the Business Management Standard BMS75000:2020 addresses corporate and cooperative knowledge in greater detail under the following clauses to cover the validity and integrity of the information and knowledge we produce, retain, and compare performance against.

BMS75000:2020 Business Management Standard Solutions		Baldrige Excellence Framework 2021-2022	
5.4	**Documented Business Management System**	**4.2b**	**Organizational Knowledge**
5.4.1	**Business Management Manual**	**4.2b(2)**	**Best Practices**
5.4.2	**Business Management Practices**	**4.2b(3)**	**Organizational Learning**
5.4.3	**Departments and Practices**	**4.2b(1)**	**Knowledge Management**
7.4	**Communication**	**4.2b(1)**	**Knowledge Management**
7.4.1	**Training and Instruction**	**4.2b(1)**	**Knowledge Management**
7.4.2	**Advice and Correction**	**4.2b(1)**	**Knowledge Management**
7.5	**Documented Information**	**4.2**	**Information and Knowledge Management**
7.5.1	**General**	**4.2a**	**Data and Information**
7.5.2	**Creating and Updating**	**4.2a(1)**	**Data and Information Quality**
7.5.3	**Control of Documented Information**	**4.2a(2)**	**Data and Information Availability**
7.5.3.1	**Document and Data Control**	**4.2a(1)**	**Data and Information Quality**
7.5.3.2	**Control of Business Records**	**4.2a(2)**	**Data and Information Availability**

In addition to the above document management requirements and solutions, the subject of knowledge management is also introduced into the Baldrige Excellence Framework with specific mention of information. Because all information originates with research and development, the solutions in the BMS75000:2020 Business Management Standard are prescribed in part under clause 8.3 covering Research and Development Business Activities. Significant assistance can be taken from clause 8.3.4 covering R&D Projects: which contains the following:

8.3.4 Research and Development Projects

Projects for research and development shall be registered and authorized for which a plan and prescription shall be determined and approved. (See 8.3.3).

Projects shall include the research and evaluation of innovative and new developments, replacements for current goods and services, and the planned development of new goods and services required to realize the sales and marketing objectives.

The type of project shall be identified from one of four recognized classifications:

a) Pure Business Research consists of experiments and speculative business work authorized for acquiring new knowledge without long-term benefits-focused principally on acquiring business knowledge or know-how.

b) Strategic Business Research is directed into specified areas to explore useful discoveries and provide a broad base of knowledge necessary for developing a solution to recognized practical problems.

c) Applied Business Research for a specific application to determine uses for the findings of basic research or to determine new ways of achieving some specific and predetermined objectives.

d) Experimental Business Development to extend knowledge gained from research or business experience to create new business activities or improved goods and practices.

The Company shall determine research and development documented practice to define the levels and scope of authorization required for each of the above research and development project categories.

5.0 Workforce (Category 5)   **BMS75000:2020 Clause 7.0 RESOURCE AND SUPPORT**

The Baldrige Excellence Framework 2021-2022 asks us to address key workforce practices under Clause 5.0. This involves creating and maintaining a high-performance environment for our workforce to enable it and our organization to adapt to succeed in an ever-changing environment. This aligns with the strategic business plan referred to under 2.0 (Strategy) in which, the principle and criteria also cover planning the workforce as part of our company strategy. The BMQS75000:2020 Business Management Standard offers Solutions and Directives for workforce management, planning, and development principally under Clause 7.0 Support as shown below.

Baldrige Excellence Framework 2021-2022		BMS75000:2020 Business Management Standard Solutions	
5.1 Workforce Environment		**7.1**	**Support and Resource**
		7.1.3	**Premises Infrastructure and Working Environment**
a.	**Workforce Capability and Capacity**	**7.2**	**Competence and Capability**
(1)	**Capability and Capacity Needs**	**7.1.1/2**	**Resource Requirement Identification/ Provision of Resources**
(2)	**New Workforce Members**	**7.4.1/2**	**Training and Instruction/Advice and Correction**
(3)	**Workforce Change Management**	**6.4.1**	**Indigenous Change Preparation and Management**
(4)	**Work Accomplishment**	**7.3**	**Awareness and Understanding**
		9.1.5	**Employee Perception Evaluation**
b.	**Workforce Climate**	**7.1.3**	**Premises Infrastructure and Working Environment**
(1)	**Workplace Environment**	**7.1.4**	**Occupational Health and Safety**
(2)	**Workforce Benefits and Policies**	**4.2**	**Understanding the Needs and Expectations of Interested Parties**
5.2 Workforce Engagement Purpose		**5.1/5.1.1**	**Commitment/Teamwork and Engagement**
a.	**Assessment of Workforce Engagement**	**9.1.5**	**Employee Perception Evaluation**
(1)	**Drivers of Engagement**	**7.2**	**Competence and Capability**
(2)	**Assessment of Engagement**	**7.3**	**Awareness and Understanding**
b.	**Organizational Culture**	**4.0**	**Context of the Business**
		4.1	**Understanding the Company and its Relations**
c.	**Performance Management and Development**	**7.1.6**	**Human Resources**
(1)	**Performance Management**	**7.2**	**Competence and Capability**
(2)	**Performance Development**	**7.4/7.4.1**	**Communication/Training and Instruction**
(3)	**Learning and Development Effectiveness**	**7.4.2**	**Communication/Training and Instruction**
(4)	**Career Development**	**7.1.1/2**	**Resource Requirement Identification/Provision of Resources**
(5)	**Equity and Inclusion**	**5.5**	**Cultural Issues and Conventions**

Clause 5.1 of the Baldrige Excellence Framework 2021-2022 we are asked to consider what resources, methods, and practices we use for the management of our workforce and how we improve the productivity of the business activities we are engaged in. This includes consideration being given to assessments of workforce environment and engagement, as well as the current and future needs of the workforce capability and capacity. This involves the task of preparing our workforce for known changes in customer or product requirements, productivity, and the advent of new technology or work systems. Such preparation includes training, education, communication, and consultation over the way we organize and manage our workforce which can be influenced by changes in our internal or external environment, culture, technology, or strategic objectives. It involves eliminating barriers that can prevent realizing the full potential of the workforce, because a fully inclusive workplace is a strategic objective required to be physically, technologically, and attitudinally accessible to all for the conduct of our business activities.

The second part of the Baldrige Excellence Framework 2021-2022 Clause 5.2 aims to improve our business through the improvement of our workforce effectiveness through inclusive cooperation in the realization of the strategic goals. Clause 5.2 of the Baldrige Excellence Framework 2021-2022 asks about our workforce management systems and how we measure performance. We are also tasked with developing our workforce members to enable and encourage all of them to contribute effectively within their capabilities and the limitations of their authority. These systems are required to achieve high performance from the workforce, and address competencies and know-how to achieve a planned accomplishment for current and future needs.

The Business Management Standard BMS75000:2020 addresses the workforce as a resource that contributes to the corporate and cooperative knowledge of the business activities within Clause 7.0. This covers support and resources in addition to the subjects related to our workforces such as training, development, and contribution. These are discussed in greater detail under the following clauses to cover the development and planning of all resources including human resources:

BMS75000:2020 Business Management Standard Solutions		Baldrige Excellence Framework 2021-2022	
7.0	**Support**	**5.0**	**Workforce**
7.1	**Resources**	**5.1**	**Workforce Environment**
7.1.1	**Resource Requirement Identification**	**5.1a(1)**	**Resource Requirement Identification**
		5.2c(4)	**Career Development**
7.1.2	**Provision of Resources**	**5.1a(1)**	**Resource Requirement Identification**
7.1.3	**Premises Infrastructure and Working Environment**	**5.1-5.1b**	**Workforce Environment/Workforce Climate**
7.1.4	**Occupational Health and Safety**	**5.1b(1)**	**Workplace Environment**
7.1.5	**Measurement Facilities and Equipment**	**5.2a**	**Assessment of Workforce Engagement**
7.1.6	**Human Resources**	**5.1b(2)**	**Workforce Benefits and Policies**
		5.2c(1)(2)	**Performance Management and Development**
7.2	**Competence and Capability**	**5.1a**	**Workforce Capability and Capacity**
		5.2c(1)	**Performance Management**
7.3	**Awareness and Understanding**	**5.1a(4)**	**Work Accomplishment**
		5.2a(2)	**Assessment of Engagement**
7.4	**Communication**	**5.2c(2)**	**Performance Development**
7.4.1	**Training and Instruction**	**5.2c(1)(2)**	**Performance Management/Performance Development**
		5.1a(2)	**New Workforce Members**
		5.1a(3)	**Workforce Change Management**
7.4.2	**Advice and Correction**	**5.1a(2)**	**New Workforce Members**
		5.1a(3)	**Workforce Change Management**
		5.2c(3)	**Learning and Development Effectiveness**
7.5	**Documented Information**	**5.2c**	**Performance Management and Development**
7.6	**Resource and Support for External Influences**	**5.2b**	**Organizational Culture**

5.0 Workforce (Category 5)   **BMS75000:2020 Clause 7.0   RESOURCE AND SUPPORT**

Clause 5.1 and 5.2 of the Baldrige Excellence Framework 2021-2022 asked us to consider what resources, methods, and practices we use for the management of our workforce and how we improve the productivity of the business activities we are engaged in.

Most of the solutions to these issues can be found in clause 7.0 of the BMS75000:2020 Business Management Standard however for a fuller explanation, of some of these issues we would be better served by considering the following additional directives:

BMS75000:2020 Business Management Standard Solutions		Baldrige Excellence Framework 2021-2022	
5.1	Commitment	5.2	Workforce Engagement
9.1.5	Employee Perception Evaluation	5.2a(1)	Assessment of Workforce Engagement
5.5	Cultural Issues and Conventions	5.2c(5)	Equity and Inclusion

5.1 Commitment   **5.2 Workforce Engagement**

Clause 5.2 of the Baldrige Excellence Framework 2021-2022 askes how we engage our workforce in business activities to ensure retention and high performance. The solution is discussed in Clause 5.1 of the BMS75000:2020 Business Management Standard which hosts the following relevant and related subjects:

5.1	**Commitment**
5.1.1	**Teamwork and Engagement**
5.1.2	**Management Commitment**
5.1.3	**Succession Policy and Plan**

When considering the subject of Engaging Workforce, it is strongly recommended to follow the solution under clause 5.1.1 of the BMS75000:2020 Business Management Standard which discusses Teamwork and Engagement. The standard requires our Executive Management to promote and enhance management and employee contributions to the Business Management System and Strategic Business Plan by promoting teamwork and employee engagement in the planned objectives and effective implementation of the documented practices.

Teamwork within all activities of a given department or function must be encouraged between divisions and departments within the Company. Constructive competition between departments can be encouraged by the use of agreed achievable targets and objectives with published results, to promote teamwork and provide for effective communications.

BMS75000:2020 Business Management Standard Solutions		Baldrige Excellence Framework 2021-2022	
9.1.5	Employee Perception Evaluation	5.2a(1)	Assessment of Workforce Engagement
		5.2a(2)	Assessment of Engagement

Clause 5.2a(1) and (2) in the Baldrige Excellence Framework 2021-2022 askes how we determine the key drivers of workforce engagement and how we assess workforce engagement?

Effectively the framework is seeking an answer to what formal and informal assessment methods and measures are used to determine workforce satisfaction and workforce engagement?

Here a solution is found under Clause 9.1.5 of the BMS75000:2020 Business Management Standard which requires us to determine the performance of the Business Management System, in respect of the organization's obligation to its employees.

This must be monitored from the collection and analysis of information relating to employee perception as to whether the Company is a good employer and offers secure competitive employment and opportunities that met employee expectations and requirements.

The methods for obtaining and using this information have to be determined by a documented practice and include:

a) Assessment of prospective employee expectations and requirements at point of engagement,
b) Annual reviews of employee performance, training, and improvements
c) Review of employee satisfaction/dissatisfaction with terms and conditions of employment at the point of termination or retirement.

We are required to develop and implement plans for employee perception improvement that address deficiencies identified by these evaluations, and assess the effectiveness of the results Information to be monitored and used for the evaluation of employee perception shall include, but is not limited to,

d) Care and welfare
e) Knowledge and identity with the organizations business goals and objectives
f) Pride in the job and the product or service of the business activities
g) Remoteness of management and its understanding of employee concerns and issues at all levels
h) Ability for employees to communicate with management
i) Ease by which employees can assess themselves and their development in the organization
j) The need to correct poor performance and bad behavior
k) Motivation and incentive

Monitoring employee perception includes obtaining input from the employee as well as analysis of existing indigenous data derived from the business activities of our organization.

Records have to be produced and maintained for monitoring, measurement, analysis, and evaluation of employee perception which are recognized as a controlled business record.

5.0 Workforce (Category 5) Continued   BMS75000:2020 Clause 7.0   RESOURCE AND SUPPORT

BMS75000:2020 Business Management Standard Solutions   Baldrige Excellence Framework 2021-2022
4.0   Context of the Business   5.2b   Organizational Culture

Clause 5.2b in the Baldrige Excellence Framework 2021-2022 askes how we foster a culture and engage our workforce in addition to reinforcing the established organizational culture. Adopting and recognizing the corporate culture is a challenging concept to understand. It is often something inherent in the company's fabric, derived from the objectives and intentions of its founders' purpose and motivation when setting up the business.

The solution is complex because the type of company we are, the business we engage in, and the conduct of our business operations are inherited and part of our DNA. The future success and continuity of the Company will depend significantly on its purpose which needs to be acceptable by the wider society and markets in which we operate. As such a solution is available from the content of clause 4.0 which hosts the following subjects:

4.0	**Context of the Business**
4.1	**Understanding the Company and its Relations**
4.2	**Understanding the Needs and Expectations of Interested Parties**
4.2.1	**General**
4.2.2	**Legal and Regulatory Requirements**
4.2.3	**Identification of Business Stakeholders**
4.2.4	**Customer Responsibility and Focus**
4.3	**Business Management System Scope**
4.4	**Business Management System**
4.5	**External Business Considerations**

Under Clause 4.3, the Company is required to consider the Business Management System limitations and extent of its applications to determine its scope. This includes the company culture defined by the national and international boundaries imposed by the executive, external authorities, and stakeholders when setting and managing the scope of the Business Management System.

Consideration should also be given to the matters referred to in Clause 4.1, and 4.2. when setting the Business Management System scope> this consideration must be recorded, documented, and published so it is available to all stakeholders and all other known interested parties in a legible and accessible fashion.

BMS75000:2020 Business Management Standard Solutions   Baldrige Excellence Framework 2021-2022
5.5.1   Cultural Issues and Conventions   5.2c(5)   Equity and Inclusion

Clause 5.2c(5) in the Baldrige Excellence Framework 2021-2022 asks how do we ensure that our performance management, performance development, and career development processes promote equity and inclusion for a diverse workforce and different workforce groups and segments?

Here a solution is found under clause 5.5.1 of the BMS75000:2020 Business Management Standard which covers the subject of Culture and requires us to develop and have a policy, for all relative and appropriate cultural issues and a strategy to consider their impact on the business operations and activities of the Company. This is required to accommodate differences in the collective intellectual achievements encountered through the company's business operations.

A cultural issues policy and strategy has to be communicated and includes the Company standards and expectations on relative and appropriate cultural issues which vary across the Company organization, its activities, operations, markets, decisions or when the Company activities encounter, infringe, and transcend boundaries and domains.

The standards for culture established at the pinacol of the Company's business operations shall be recognized as the Company Cultural Standard so that those cultural issues which differ from what the Company promotes as relative and appropriate, can be recognized and accommodated within the policy and strategy including the differences in ideas, customs, and social behavior of a particular people, group or society which are affected by, or on which an impact is made by the activities of the Company.

The Company's response to those relative and appropriate cultural issues which border with the Company standard is determined, documented, and communicated to the greatest practical extent, by way of example or specification, to ensure there is a conveyance and consistency of the required understanding of what is relative and appropriate at each level in the organization where the boundaries of the culture meet or converge with the Company operations or business activities.

Wherever posable, the Company shall respect and abide by the relative and appropriate cultural requirements which apply within the employment or the domicile of a contracting authority with whom the Company is engaged, and respect and abide by the conventions applied within the boundaries and domains of the contracting authority.

When this is not posable, due to statutory or legislative impositions, or because of intransient external issues, or cultural differences beyond the Company's control, the Company can appoint a qualified agent or intermediary who is well versed in the relative and appropriate cultural issue in question and is acceptable to the cultural authorities and has a clear understanding of all relative and appropriate cultural issue and is expedient in the culture, boundaries, limitations, and merits.

6.0 Operations (Category 6)　　　　　　　　　**BMS75000:2020 Clause 8.0   Business Operation**

The Baldrige Excellence Framework 2021-2022 asks us to explain how we focus on the organization's processes for doing work, developing a product design and logistics of distribution, innovation, and operational effectiveness to achieve required standards for organizational success now and in the future. This is a very large scope of subjects for which the BMQS75000:2020 Business Management Standard offers Solutions and Directives commencing with research and development culminating in customer satisfaction and safe disposal after use.

Baldrige Excellence Framework 2021-2022	BMS75000:2020 Business Management Standard Solutions	
6.0 Operations	8.0	Business Operation
6.1 Work Processes:	8.1	Operational Planning and Control
a. Product and Process Design	8.3	Research and Development Business Activities
(1) Determination of Product and Process Requirements	8.3	Research and Development Business Activities
(2) Key Work Processes	8.1	Operational Planning and Control
(3) Design Concepts	8.4	Design and Selection
b. Process Management and Improvement	8.6	Business Goods and Service Processes
(1) Process Implementation	8.6.1	Control of Goods and Service Provision
(2) Support Processes	8.6.1.5	Control of Equipment, Tools, Software and Programs
(3) Product and Process Improvement	10.1/3	Opportunity for Improvements/Continual Improvement
c. Supply-Network Management	8.5	Purchasing Business Activities
d. Management of Opportunities for Innovation	6.1.3	Project Management
	8.3.1	Research and Development Activities
6.2 Operational Effectiveness:	9.0	Business Performance Evaluation
a. Process Efficiency and Effectiveness	9.1.1	Monitoring and Measurement of Processes
	9.1.2	Monitoring and Measurement of Goods and Service
b. Security and Cybersecurity	8.6.1.5	Control of Equipment, Tools, Software and Programs
c. Safety, Business Continuity, and Resilience	8.6.1.1	Process Safety and Environmental Impacts
(1) Safety	7.1.4	Occupational Health and Safety
(2) Business Continuity and Resilience	6.3	Business Continuity

Clause 8.0 of the BMS75000:2020 Business Management Standard covers Business Operations from clause 8.1 addressing Operational Planning and Control to 8.6 covering Business Goods and Service Processes. The Baldrige Excellence Framework 2021-2022 requires solutions for all value-added operational process matters and requires explanations on how we design, manage and improve our products and business processes. These processes are separated into key and support, whereas the BMS75000:2020 Business Management Standard adopts a process cycle as follows:

8.1	Operational Planning and Control
8.1.1	Financial Administration and Accounts
8.1.2	Marketing and Public Relations
8.1.3	Customer Services and Support
8.1.4	Technical Services and Support
8.1.5	Goods and Service Management and Distribution
8.1.6	Process Management and Stewardship 8
8.1.7	Servicing and After Sales Administration
8.1.8	Goods, Service and Process Configuration Management
8.2	Customer Related Business Activities
8.3	Research and Development Business Activities
8.4	Design and Selection Business Activities
8.5	Purchasing Business Activities
8.6	Business Goods and Service Processes
8.7	Control of Non-conforming Products and Services
8.8	External Business Operational Influences

Clause 8.0 of the BMS75000:2020 Business Management Standard provides all Baldrige Excellence Framework 2021-2022 solutions except for the following subjects which have solutions elsewhere in the standard:

BMS75000:2020 Business Management Standard Solutions　　　　**Baldrige Excellence Framework 2021-2022**
10.1/3 Opportunity for Improvements/Continual Improvement　　**6.1b(3) Product and Process Improvement**

Opportunity for improvements for product and process are identified by the review of all aspects of the business activities specified or referred to in this Business Management standard, however we would concentrate on the key issues where the Company know-how and knowledge give us an advantage and most benefits from a continuous improvement program. The methods for obtaining and using this information must be determined in accordance with a documented practice and include:

a)	Methods for the identification and management of risks	h)	Business objectives realization and assessment
b)	Management of foreseeable opportunities	i)	Business planning and programs
c)	Make or buy analysis and practices	j)	Business analysis and reporting
d)	Project management	k)	Research and Development
e)	Business processes and conduct,	l)	Design and selection
f)	Outsourcing and subcontracting	m)	Budget management
g)	Goods and service improvement and development	n)	Cost control
		o)	Business continuity

Improvement activities must be evident and traceable from the details and benefits that are realized. Decisions made relating to each improvement proposed are recorded, including those improvements that the Company adopts and those which are rejected or deferred. Records produced of all improvement decisions are recognized as a controlled business record.

6.0 Operations (Category 6) Continued   **BMS75000:2020 Clause 8.0   Business Operation**

The Management of Opportunities for Innovation is prescribed in Clause 6.1d. of the Baldrige Excellence Framework 2021-2022 for which solutions exist in the following subjects covered in the BMS75000:2020 Business Management Standard

6.1.3	**Project Management**	This clause covers the management of the process for servicing innovation and opportunities which have been identified through the Research and Development activity. A Project Brief is raised when an opportunity is identified as being appropriate to the Company and its business activities which the Company needs to plan and manage in a structured and controlled manner to meet requirements at an acceptable risk, within the resource and schedule constraints.

Business solutions need to be project managed to achieve an effective planned solution, as well as contribute to the learning opportunities within the projects directed at improving the Company's management capability. The practices for project management must be the subject of a documented practice or an equivalent method.

8.3.1   Research Business Activities

Research is recognized as an innovative business activity with the freedom to explore new options but directed by the strategic orientation of the Company. Research is required to enquire into current and changing business circumstances and interests whilst maintaining a watch and brief on existing product and service applications in the changing markets and variable stakeholder interests. The Company research and development business activities include:

a)   Maintaining a register of research activities and interests,
b)   Management of the observation schedule and program,
c)   Needs exploring, identification and evaluations,
d)   Problem and opportunity identification and recognition,
e)   Best solution scenario with the assessment of options and alternatives,
f)   Stakeholder preferences identification and analysis,
g)   Potential market identification and analysis
h)   Filtering needs and solution priorities
i)   Detailing development specifications

The research activity identifies with the 5As convention of "

   anticipate, assess, accommodate, analysis and account

and shall concentrate on the anticipation and assessment of needs and opportunities available that align with the Company's strategic interest and activities.

The product of each research program and activity starts with the development specification. This translates an identified problem into a statement of needs and contains sufficient detail for development business activities to commence.

The information available is screened and evaluated for development by the assigned research and development authority before committing to a specification for development.

The process and product from a research project is a subject covered in the documented business practice and the development specification is recognized as a controlled business record.

6.2 Operational Effectiveness: **BMS75000:2020 Clause 8.0   Business Operation**

Required details for operational effectiveness are called up in Clause 6.2. of the Baldrige Excellence Framework 2021-2022 under which 6.2a enquires into the methods used for ensuring the effective management of our operations including costs, efficiency, and effectiveness. We are also required to explain the ways we incorporate cycle time, productivity, and other efficiency and effectiveness factors into your work processes for which solutions exist in the following subjects covered in the BMS75000:2020 Business Management Standard:

**9.1.1   Monitoring and Measurement
             of Processes**

Our Company is required to plan and carry out business activities and processes under controlled conditions which include, as applicable:

a)   Availability of information that describes the business activities and processes.
b)   Availability and use of business activities and processes monitoring and measuring programs.
c)   Implementation of business activities and processes monitoring, and measurement plans and programs.
d)   Compliance with documented business practices, activities, or their equivalents.
e)   Implementation of business activities and practice post-completion assessments and reviews.

Validation of business practices and activities can demonstrate the ability of these business processes to achieve planned results. The Company must establish following a documented practice, arrangements for validation of business activities including, as applicable:

f)   Defined criteria for review and approval of the business processes. (j)
g)   Approval of programs, equipment, and qualification of personnel. (k)
h)   Use of experience, specific methods, documented practices, and know-how, (l)
i)   Requirements for reviews and records n) Requirements and criteria for revalidation. (m)
j)   Requirements and criteria for revalidation. (n)

Records of monitoring, measurement, analysis and evaluation of the business processes must be maintained and recognized as a controlled business record.

6.0 Operations (Category 6) Continued   **BMS75000:2020 Clause 8.0   Business Operation**

To complement this requirement on providing details for operational effectiveness the BMS75000:2020 Business Management Standard under clause 9.1.2 addresses the way we monitor and measure the goods and services we produce:

9.1.2 Monitoring and Measurement.
**   of Goods and Services.**

The Company must monitor, and measure products and services produced and provided by way of our business activities to verify that specified requirements have been met. This is carried out at appropriate stages of the product realization and service delivery process in accordance with the planned arrangements.

Measurement requirements for acceptance and confirmation are documented following a documented practice and include:

a)   Criteria for acceptance and/or rejection,
b)   Where in the sequence, measurement, and testing operations are performed,
c)   Required records of the measurement and testing results
       (at a minimum, an indication of acceptance or rejection),
d)   Any specific measurement instruments or techniques required, and any specific instructions associated with their use.

When critical items, including key characteristics, have been identified, the Company ensures they are controlled and monitored following a proven method. Sampling inspection may be used as a means of acceptance.

The sampling plan applied shall be constant with recognized statistical principles and proven as appropriate for use. Where required to demonstrate product or service qualification, the Company ensures that records provide evidence that these meet the defined requirements.

The release of goods and service delivery to the customer must not proceed until the planned arrangements have been satisfactorily completed, unless otherwise agreed with the relevant authority and, where applicable, by the customer.

Where goods are released for production or services are deployed pending completion of all planned or required measurement and monitoring activities, a practice of positive recall is applied if verification reveals benign failures due to errors or omissions. Records are maintained for positive recall purposes that indicate the identification and location of the goods and services, the person(s) authorizing the release of goods, or deployment of the service. These records relating to positive recall provision shall be recognized as a controlled business record.

The Company ensures that all documents required to accompany the goods or service are present and suitable for the intended use. Such documents provide evidence of goods and services conformity with the acceptance criteria specified and are maintained and recognized controlled business records.

6.2c Safety, Business Continuity, and Resilience: **BMS75000:2020 Clause 8.0   Business Operation**

Clause 8.0 of the BMS75000:2020 Business Management Standard provides all Baldrige Excellence Framework 2021-2022 solutions with noted exceptions found elsewhere in the standard. We are requested to present details of safety, business continuity, and resilience for operational effectiveness in Clause 6.2c. and 6.2c(1) of the Baldrige Excellence Framework 2021-2022. how we provide a safe operating environment and how we ensure the organization can anticipate, prepare for, and recover from disasters, emergencies, or other disruptions.

In Respect of safety, solutions can be found in BMS75000:2020 Business Management Standard under clause 7.1.4 which addresses Occupational Health and Safety, but considerations should also be made to Clause 8.6.1.1 which addresses Process Safety and Environmental Impacts.

7.1.4 Occupational Health.
**   and Safety**

The Company is required to install and operate in all areas an Occupational Health and Safety program for employees to practice the control and mitigation of all foreseeable Occupational Health and Safety risks that are inherent in the Company's processes and practices which include:

a)   Establish practices and practices to eliminate or minimize risks to personnel and other interested parties who could be exposed to hazards associated with the business activities.

b)   Implementation and maintenance of systems for continually improving the practices and practices establishment.

c)   Conformance to a published and understood Occupational Health and Safety policy;

The Company must conform to the Occupational Health and Safety provisions and practices established by:

d)   Making a self-determination and self-declaration,

e)   Seeking confirmation of conformance by stakeholders

f)   Seeking confirmation of its self-declaration by an external qualified authority

The extent of Occupational Health and Safety practices, and what practices are applied, will depend on the Company's business activities, the range, and diversity of its stakeholders, its technology, and the risks and complexity of its operations.

For guidance on establishing and maintaining an Occupational Health and Safety system, please refer to ISO45000 the International Standard for Occupational Health and Safety Management Requirements.

6.2c Safety, Business Continuity, and Resilience Continued: **BMS75000:2020 Clause 8.0   Business Operation**

Clause 8.0 of the BMS75000:2020 Business Management Standard provides all Baldrige Excellence Framework 2021-2022 solutions however we are requested to present under Clause 6.2c. and 6.2c(2) of the Baldrige Excellence Framework 2021-2022. how we consider risk, manage prevention, protection, continuity of operations, and recovery in the event of disruptions.

In Respect of Business Continuity and Resilience, solutions can be found in Clause 6.3 of BMS75000:2020 Business Management Standard which is dedicated to Business Continuity.

6.3 Business Continuity.   The Company must have a Business Continuity Plan which identifies the Company's exposure to internal and external threats and provides for effective prevention and recovery should such threats be realized or encountered.

The plan must provide a proposed informed solution for continuing business activities and operations under adverse conditions.

The plan must define how to continue operations, or the delivery of services, during disruption or interruptions resulting from all foreseeable adverse events such as industrial action, fires, floods, power outages, theft, and vandalism, earthquakes, and pandemics.

Any event that could impact Company Operations and business activities must be considered, such as loss of key personnel, supply chain interruption, loss of, or damage to critical infrastructure (major machinery or computing/network resource).

Risk management must be incorporated as part of the Business Continuity Plan to reduce operational risk. The business continuity plan must be documented and recognized as a controlled business record.

For guidance on establishing and maintaining a Business Continuity Plan, please refer to ISO22301, the international standard for Social Security-Business Continuity Management Systems-Requirements

In Respect of Business Resilience, solutions can be found in Clause 6.1 and 6.1.1 of BMS75000:2020 Business Management Standard which is dedicated to risk identification and management:

6.1.1 Risk Identification
and Management.   We must consider the context of the company's operation, activity, and purpose by assessing the needs and expectations of interested parties when planning for the Business Management System.

The Company must identify risks that are detrimental to its interest and opportunity risks that need to be realized in the interest of its stakeholders.

To ensure the Business Management System can achieve its intended results the Company must:

   a)   Identify and prevent risks to the Company which are detrimental to its interests,
   b)   Eradicate or contain all identified detrimental activities and their consequences,
   c)   Identify and embrace business risks and opportunities that are of benefit to its purpose,
   d)   Use the Business Management System for the purpose of preventing detriment to its interest
   e)   Continually monitor, review, and analyze results to determine the need for change
   f)   Determine and report on the effectiveness of any actions taken.
   g)   Improve the quality of management at all levels on a continual basis.

These practices must be identified, documented, and integrated into the company programs and their contribution to the Strategic Business Plan must be monitored and recorded as a controlled business record.

The Company must establish, implement, and maintain, in a documented practice, the activities required for managing all identified or foreseeable detrimental risks and their consequences including as appropriate to the Company and the business activities:

   h)   assignment of responsibilities for risk management
   i)   characteristics of the risks identified (e.g., likelihood, consequences, mitigation, and acceptance),
   j)   assessment, conveyance, and communication of risk consequences to managers and staff
   k)   management of actions to eliminate or mitigate risks that exceed the defined risk acceptance criteria,
   l)   accommodations for risks remaining after containment and mitigation action

 The practices for risk identification and management shall be the subject of a documented practice.

For guidance on establishing and maintaining risk management, please refer to ISO31000, the international standard for Risk Management.

7.0 RESULTS (CATEGORY 7)　　　　　　　　　　**BMS75000:2020 CLAUSE 9.0   BUSINESS PERFORMANCE EVALUATION**

Clause 7 in the Baldrige Excellence Framework enquires into the realization of planned results necessary to sustaining the business. We need to explain what we have selected byway of metrics and present the product or record of our key process and results including:

a)　Customer-focused results, **(7.2)**
b)　Workforce results, **(7.3)**
c)　Leadership and governance system results, **(7.4)**
d)　Overall financial and market performance. **(7.5)**

The Baldrige Excellence Framework also requires us to provide a detailed account of:

e)　Value of product and services from the customer's perspective. **(7.1a)**
f)　High position and respect in the marketplace, **(7.5a(2))**
g)　Accomplished organizational performance, **(7.5b)**
h)　Realization of operational indicators and metrics **(7.5)**
i)　Foundation for organizational development and learning **(7.5)**
j)　Provision for learning and development of workforce members. (7.3a(4))

We need to demonstrate the correct selection and suitability of the measures used for progress and improvement when we evaluate, motivate, and innovate service, practices, and products to contribute to the company strategy. This is because the sources which are used to control events are important when used to predict and future performance. Whilst the core subject of clause 7 requirements is the existence and recording of results, the Baldrige Excellence Framework looks for the basis of selection, how recorded information is obtained, and what monitoring process is used for recording the outcomes and the consequence of our operational performance.

Solutions can be taken from Clause 9.0 of the BMS75000:2020 Business Management Standard which covers Business Performance Evaluation and is matched against the Baldrige Excellence Framework as follows:

Baldrige Excellence Framework 2021-2022	**BMS75000:2020 Business Management Standard Solutions**
7.0 Results	**9.0　Business Performance Evaluation**
	9.1　Monitoring, Measurement, Analysis, and Evaluation
7.1 Product and Process Results.	**9.1.1　Monitoring and Measurement of Processes**
	9.1.2　Monitoring and Measurement of Goods and Service
a. Customer-Focused Product and Service Results.	**9.1.4　Customer Satisfaction and Perception Evaluation**
b. Work Process Effectiveness Results.	**9.1.1　Monitoring and Measurement of Processes**
(1) Process Effectiveness and Efficiency.	**9.1.1　Monitoring and Measurement of Processes**
(2) Safety and Emergency Preparedness.	**6.3　Business Continuity**
	6.4　Management of Change
	7.1.4　Occupational Health and Safety
	9.4　Management of Unforeseeable Events
c. Supply-Network Management Results.	**8.5　Purchasing Business Activities**
	9.1.6　Supplier Perception Evaluation

Clause 7.1 asks about our key product and the company operational performance results, which should demonstrate product and service quality and value. Assessments of customer satisfaction are also required to demonstrate customer satisfaction and engagement. Solutions are well prescribed in Clause 9.1 of the BMS75000:2020 Business Management Standard which covers:

9.1　Monitoring, Measurement, Analysis, and Evaluation
9.1.1　Monitoring and Measurement of Processes
9.1.2　Monitoring and Measurement of Goods and Service
9.1.3　Shareholder Perception Evaluation
9.1.4　Customer Satisfaction and Perception Evaluation
9.1.5　Employee Perception Evaluation
9.1.6　Supplier Perception Evaluation
9.1.7　Stakeholders Perception, Expectations, and Satisfaction

Clause 7.1b(2) Concerns Safety and Emergency Preparedness and enquires what results for our safety and emergency preparedness and what are our results for key measures or indicators of the effectiveness of the organization's safety system and its preparedness for disasters, emergencies, or disruptions. In addition to clause 6.3 of the BMS75000:2020 Business Management Standard discussed under 6.2c of Baldrige Excellence Framework 2021-2022, a suitable and robust specification for the Management of Change is offered in clause 6.4 which is most appropriate as a solution and also includes:

6.4　Management of Change
6.4.1　Indigenous Change Preparation and Management,
6.4.2　External Change Preparation and Management,
6.4.3　Planning and Accommodating Unforeseen Issues,

Because of the life cycle structure of the BMS75000:2020 Business Management Standard, most solutions relating to Clause **7.1c** of the Baldrige Excellence Framework 2021-2022enquiring into Supply-Network Management Results in the performance of purchasing and supplier management is contained in Clause 8.5 which covers:

8.5　Purchasing Business Activities
8.5.1　 Purchasing Process
8.5.2　Supplier Instructions and Prescription
8.5.3　Sub-contracting and Supplier Selection Management
8.5.4　Sub-tier Processes Integrity and Change Control,
8.5.5　Verification of Purchased Goods

Clause 7.2 of the Baldrige Excellence Framework 2021-2022 asks about how good our Customer-Focused Results are because these demonstrate how well we listened to the voice of the customer and satisfied our customers' needs and expectations. It also enquires on how well we have engaged the customer and how well we have pursued and established loyalty-building relationships. Results for customer satisfaction, dissatisfaction, and engagement are produced because of applying **P.1b(2)** and the listening and determination methods employed.

There is a dedicated Clause 9.1.2 that covers Customer Satisfaction and Perception Evaluation and 4.2.4   which addresses Customer Related Business Activities in the BMS75000:2020 Business Management Standard. In addition, there are solutions to most Customer Focused requirements in Clause 8.2 of the BMS75000:2020 Business Management Standard as follows:

Baldrige Excellence Framework 2021-2022   **BMS75000:2020 Business Management Standard Solutions**

7.2 Customer Results:		**8.2**	**Customer Related Business Activities**
a.	**Customer-Focused Results**	**4.2.4**	**Customer Related Business Activities**
(1)	**Customer Satisfaction**	**9.1.4**	**Customer Satisfaction and Perception Evaluation**
(2)	**Customer Engagement**	**8.2**	**Customer Related Business Activities**

Clause 7.3 of the Baldrige Excellence Framework 2021-2022 asks for Workforce-Focused Results for which solutions are available from Clause 7.1 which contains the requirements for the acquisition and management of resources.

Baldrige Excellence Framework 2021-2022   **BMS75000:2020 Business Management Standard Solutions**

7.3	**Workforce Results**	**7.0/7.1**	**Support/Resources**
a.	**Workforce-Focused Results**	**7.1.6**	**Human Resources**
(1)	**Workforce Capability and Capacity**	**7.2**	**Competence and Capability**
(2)	**Workforce Climate**	**7.1.3**	**Premises Infrastructure and Working Environment**
		7.1.4	**Occupational Health and Safety**
(3)	**Workforce Engagement**	**7.4**	**Communication**
		7.4.1	**Training and Instruction**
(4)	**Workforce Development**	**7.4.2**	**Advice and Correction**

These inquiries presented by the Baldrige Excellence Framework 2021-2022 and the solutions offered in the BMS75000:2020 Business Management Standard focus on the workforce-focused performance results. These are required to demonstrate how well we have installed and continue to maintain a productive, compliant, concerned, interested, and perpetually learning and improving workforce sustained by the best suitable resources and working environment.

Clause 7.4 of the Baldrige Excellence Framework 2021-2022 asks for results on our Leadership and Governance which relate to our communication processes and the results from our governance, legal and regulatory, ethics, and community social accountability processes and measures.

Baldrige Excellence Framework 2021-2022   **BMS75000:2020 Business Management Standard Solutions**

7.4	**Leadership and Governance Results**	**5.0/5.1**	**Governance and Commitment**
a.	**Leadership, Governance, and Societal Contribution**	**5.2**	**Business Management Policy**
(1)	**Leadership**	**5.1**	**Commitment**
(2)	**Governance**	**5.2**	**Business Management Policy**
(3)	**Law and Regulation**	**4.2.2**	**Legal and Regulatory Requirements**
(4)	**Ethics**	**5.5**	**Cultural Issues and Conventions**
(5)	**Society**	**5.5.1**	**Cultural Issues**
		5.5.2	**National and International Conventions**

These inquiries presented by the Baldrige Excellence Framework 2021-2022 and the solutions offered in the BMS75000:2020 Business Management Standard focus on the Company Leadership and Governance for which Clause 5.0 in the Management Standard is dedicated to Governance and Commitment. This consists of :

5.0   Governance and Commitment

5.1   Commitment
5.1.1 Teamwork and Engagement
5.1.2 Management Commitment
5.1.3 Succession Policy and Plan

5.2   Business Management Policy

5.3   Company Roles, Responsibilities, and Authorities
5.3.1 Responsibility and Authority
5.3.2 Business Management Representative

5.4   Documented Business Management System
5.4.1 Business Management Manual
5.4.2 Business Management Practices
5.4.3 Departments and Practices

5.5   Cultural Issues and Conventions
5.5.1   Cultural Issues
5.5.2   National and International Conventions

Clause 7.5 of the Baldrige Excellence Framework 2021-2022 asks for results on our **Financial, Market, and Strategy** which are the pinnacle in presenting a good report of the company intentions and activity. These key financial and market results demonstrate our financial sustainability and our marketplace achievements which in turn commend the achievement of our strategy**.**

Here the Baldrige Excellence Framework 2021-2022 could be seen to be limited in comparison to the solutions offered by BMS75000:2020 Business Management Standard however this is not sustained as the following comparators demonstrate:

Baldrige Excellence Framework 2021-2022	BMS75000:2020 Business Management Standard Solutions	
	6.1	Business Objectives
7.5 **Financial, Market, and Strategy**	6.2	Business Plans
	6.2.1	Business Objectives
	6.2.2	Business Plans
	6.2.3	Business Analysis and Planning
	6.2.4	Market Analysis and Planning
	6.2.5	Sales Forecasting and Realisation
	6.2.6	Financial Analysis and Planning
	6.2.7	Budget Management and Cost Control
	6.2.7.1	Budget Management
	6.2.7.2	Cost Control
	6.3	Business Continuity
	6.4	Management of Change
	6.4.1	Indigenous Change Preparation and Management,
	6.4.2	External Change Preparation and Management,
	6.4.3	Planning and Accommodating Unforeseen Issues,
a) **Financial and Market Results**	8.1.1	Financial Administration and Accounts
(1) **Financial Performance**	6.2.6	Financial Analysis and Planning
(2) **Marketplace Performance**	6.2.4	Market Analysis and Planning
	8.1.2	Marketing and Public Relations
b) **Strategy Implementation Results**	9.0	Business Performance Evaluation
	9.1	Monitoring, Measurement, Analysis and Evaluation
	9.1.1	Monitoring and Measurement of Processes
	9.1.2	Monitoring and Measurement of Goods and Service
	9.1.3	Shareholder Perception Evaluation
	9.1.4	Customer Satisfaction and Perception Evaluation
	9.1.5	Employee Perception Evaluation
	9.1.6	Supplier Perception Evaluation
	9.1.7	Stakeholders Perception, Expectations and Satisfaction
	9.3	Management Review
	9.4	Management of Unforeseeable Events
	10.0	Business Improvement
	10,1	Opportunities for Improvement
	10.2	Nonconformity and Corrective Action
	10.3	Continual Improvement

Conclusion and Commendation

The advantages we have derived from this exercise by comparing the challenges in the Baldrige Excellence Framework 2021-2022 with the Business Management Standards contents and solutions are significant.

The parity in both initiatives remains a significant validation of both methods by which we approach the subject and integrity of Better Business Management.

There is a synergy between the BMS75000:2020 Business Management Standard and the Baldrige Excellence Framework 2021-2022 which compliments each other, despite the approach being from totally different positions.

By compliance with BMS75000:2020 Business Management Standard, we can achieve a good score in the testing of the Baldrige Excellence Framework 2021-2022 and likewise, by scoring high in the framework we can prove compliance with the BMS75000:2020 Business Management Standard.

These comparators and matrix show the Baldrige Excellence Framework 2021-2022 examination and inquiry into the integrity and performance of the organization to be greatly enhanced. Matched against each question we have identified the solution from a clause and subject in the Business Managmnt Stand BMS75000:2020 to verify and validate this conclusion.

Following this extensive exercise, I can commend the joint approach of the Baldrige Examination and BMS75000 solution to you most strongly.

Godfrey Partridge
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