## LEADERSHIP

**REVIEW**
- ☐ Have the outcomes of this initiative contributed positively to ECU's objectives and culture?
- ☐ Have leadership and governance outcomes been achieved?

**IMPROVE**
- ☐ Are there any 'lessons learned' that can inform the improvement of this initiative as well as the planning and implementation of future/similar initiatives?
- ☐ Who will take ongoing ownership and responsibility for this initiative?
- ☐ What opportunities for improvement exist?
- ☐ How can these opportunities be used to develop leadership, governance and the ECU culture?

## STUDENT AND STAKEHOLDER FOCUS

**REVIEW**
- ☐ Have stakeholder needs and expectations been met? How do you know?
- ☐ Have student and stakeholder outcomes been achieved?

**IMPROVE**
- ☐ What gaps in meeting stakeholder needs and expectations were identified? How can these gaps be addressed in the future?
- ☐ What opportunities for improvement exist?
- ☐ How can these opportunities be used to provide better outcomes for students and stakeholders?

## STRATEGY AND PLANNING

**REVIEW**
- ☐ Has the initiative contributed to the achievement of strategic directions/objectives? How do you know?
- ☐ How effective has the risk management plan been?
- ☐ Have all relevant regulatory compliance requirements been met? Has performance exceeded these minimum expectations?

**IMPROVE**
- ☐ What gaps in the planning process have been identified? How can these gaps be addressed in the future?
- ☐ What opportunities for improvement exist?
- ☐ How can these opportunities be incorporated into future planning?

## WORKFORCE FOCUS

**REVIEW**
- ☐ Were human resource issues managed appropriately? What problems emerged? What were the successes?
- ☐ Have workforce measures been achieved?

**IMPROVE**
- ☐ What are the opportunities for improvement in the workforce focus category?
- ☐ How can these opportunities be used to develop workforce capabilities and improve the work environment?

## MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

**REVIEW**
- ☐ Was data, information and knowledge collected, used and disseminated appropriately to relevant stakeholders?

**IMPROVE**
- ☐ What did the information you collected tell you about the effectiveness of the initiative?
- ☐ What gaps were identified in the systems for managing and using data, information and knowledge?
- ☐ What opportunities for improvement exist?
- ☐ How can these opportunities be used to best advantage?

## PROCESSES, PRODUCTS AND SERVICES

**REVIEW**
- ☐ How have students/stakeholders benefited from this initiative?
- ☐ How have appropriate improvement methodologies been used to reduce complexity and identify improvements?
- ☐ How have benchmarking, comparisons, networks and alliances been used to evaluate the initiative?

**IMPROVE**
- ☐ Where processes/products/services have fallen short of stakeholder expectations, what opportunities for improvement exist?
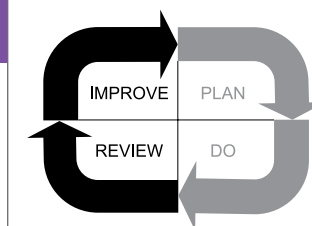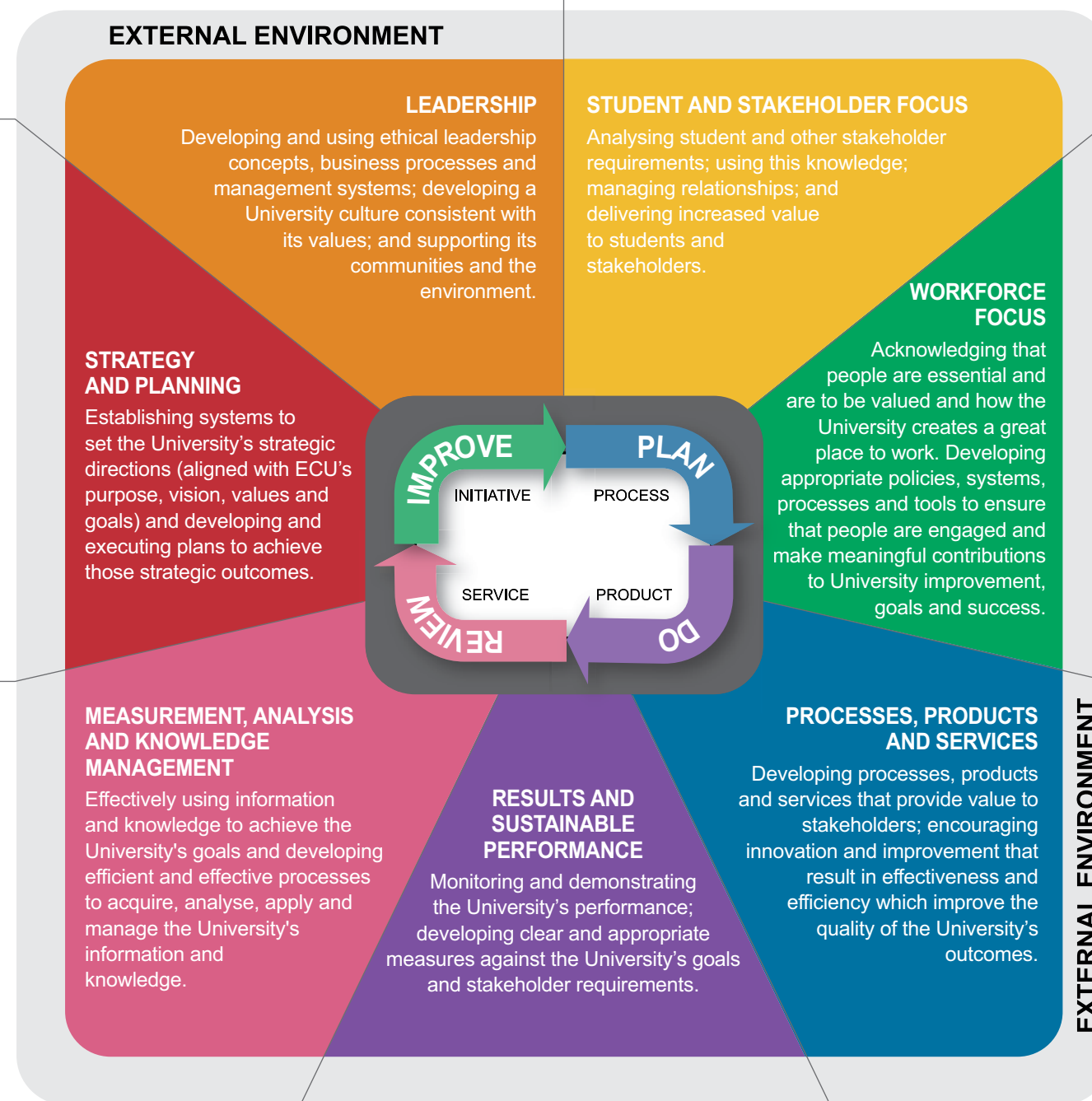- ☐ How can these opportunities be used to improve effectiveness and efficiency?

## RESULTS AND SUSTAINABLE PERFORMANCE

**REVIEW**
- ☐ Have targets been achieved?
- ☐ How has the continuing relevance of this initiative to stakeholders been measured and assessed?

**IMPROVE**
- ☐ What aspects or issues should be considered to sustain this initiative and achieve better results in the future?

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### EXTERNAL ENVIRONMENT

**LEADERSHIP**
Developing and using ethical leadership concepts, business processes and management systems; developing a University culture consistent with its values; and supporting its communities and the environment.

**STUDENT AND STAKEHOLDER FOCUS**
Analysing student and other stakeholder requirements; using this knowledge; managing relationships; and delivering increased value to students and stakeholders.

**WORKFORCE FOCUS**
Acknowledging that people are essential and are to be valued and how the University creates a great place to work. Developing appropriate policies, systems, processes and tools to ensure that people are engaged and make meaningful contributions to University improvement, goals and success.

**STRATEGY AND PLANNING**
Establishing systems to set the University's strategic directions (aligned with ECU's purpose, vision, values and goals) and developing and executing plans to achieve those strategic outcomes.

**MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT**
Effectively using information and knowledge to achieve the University's goals and developing efficient and effective processes to acquire, analyse, apply and manage the University's information and knowledge.

**RESULTS AND SUSTAINABLE PERFORMANCE**
Monitoring and demonstrating the University's performance; developing clear and appropriate measures against the University's goals and stakeholder requirements.

**PROCESSES, PRODUCTS AND SERVICES**
Developing processes, products and services that provide value to stakeholders; encouraging innovation and improvement that result in effectiveness and efficiency which improve the quality of the University's outcomes.

Centre diagram: IMPROVE (INITIATIVE) – PLAN (PROCESS) – DO (PRODUCT) – REVIEW (SERVICE)

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### Instructions

This tool can be used when reviewing and improving new or existing initiatives (processes, products or services).

**REVIEW**
- Write the name of the initiative, process, product or service in the centre of the diagram (this represents where the initiative interacts with all of the categories).
- For each of the seven categories, answer the REVIEW questions and jot down shorthand responses (dot points) in the appropriate segment. Any points that interact with the external environment should be written in the grey band on the Excellence Framework Hub.
- Use these responses to inform the improvement phase. **Any questions without adequate answers require further investigation.**

**IMPROVE**
- Use the responses from the REVIEW phase together with the additional IMPROVE questions to identify gaps or opportunities for improvement. **Any questions without adequate answers require further attention.**

Diagram: IMPROVE / PLAN / REVIEW / DO

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Review and Improvement**

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## LEADERSHIP

**PLAN**
- [ ] How does the initiative align with ECU's purpose, vision, values, objectives and culture?
- [ ] What academic/corporate governance will guide this initiative?
- [ ] How will leaders be involved in supporting, guiding, developing, implementing and promoting the initiative?
- [ ] How will accountabilities and responsibilities be determined and monitored?
- [ ] How will creativity and innovation be promoted and encouraged?
- [ ] How will environmental sustainability, corporate social responsibility, legal and ethical behaviour and equal opportunity be fostered through this initiative?

**DO**
- [ ] How are leaders being involved?
- [ ] Are responsibilities being monitored?
- [ ] Is creativity and innovation being incorporated?

## STRATEGY AND PLANNING

**PLAN**
- [ ] What are the overarching strategic directions/objectives that will guide this initiative?
- [ ] What influence will the external environment have on the initiative? (If any, fill in the outer segment of the appropriate category) How will this influence be used or managed to advantage?
- [ ] How will people, including stakeholders, be involved in the planning process?
- [ ] What are the risks associated with this initiative? How will these be managed?
- [ ] How will any regulatory compliance requirements be managed?

**DO**
- [ ] Is alignment with strategic priorities being maintained?
- [ ] Are external factors being managed appropriately?
- [ ] Are stakeholders being involved in the initiative?
- [ ] Are risk treatments being implemented?

## MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT

**PLAN**
- [ ] How will data, information and knowledge related to this initiative be collected, analysed, managed and used effectively? Are systems or staff in place to achieve this?
- [ ] How will information and results be communicated or reported? To whom?

**DO**
- [ ] Has baseline data been collected?
- [ ] Are the activities of implementation being documented?

## STUDENT AND STAKEHOLDER FOCUS

**PLAN**
- [ ] Who are the stakeholders in this initiative? What are their needs and expectations?
- [ ] How will the relationship with stakeholders be managed and enhanced?
- [ ] How will stakeholder feedback be collected and acted upon?
- [ ] How will unintended impacts be managed or mitigated?

**DO**
- [ ] Are stakeholder needs and expectations being monitored?
- [ ] Is stakeholder feedback being collected?
- [ ] Are unintended impacts being managed satisfactorily?

## WORKFORCE FOCUS

**PLAN**
- [ ] What are the human resource implications of this initiative?
- [ ] How will this initiative support staff in their work? What long term benefits will this initiative have for staff?
- [ ] How will it affect the quality of the work environment? How will this be managed?
- [ ] What development/training will staff need prior to, during or after the initiative's implementation?
- [ ] How will communication with staff take place?

**DO**
- [ ] Are staff involved appropriately during implementation?
- [ ] Are benefits to staff being monitored?
- [ ] Is training being deployed effectively?
- [ ] Is the initiative being communicated to staff effectively during implementation?

## PROCESSES, PRODUCTS AND SERVICES

**PLAN**
- [ ] How will this initiative add value for stakeholders? How will stakeholder requirements be translated into processes/products/services?
- [ ] How will good practice and innovations be incorporated into processes/products/services?
- [ ] How will cross-functional and end-to-end processes be managed?

**DO**
- [ ] Are stakeholder benefits being assessed?
- [ ] Is good practice, creativity and innovation being incorporated into this initiative?
- [ ] Are processes that cross between functions being managed satisfactorily? Are processes effective and efficient?

## RESULTS AND SUSTAINABLE PERFORMANCE

**PLAN**
- [ ] What measures will be used to determine the success of this initiative? Key measures may include: financial results; student and stakeholder outcomes; leadership and governance outcomes; workforce measures; operational results; society outcomes.
- [ ] What are the targets for these measures?

**DO**
- [ ] Are measures being tracked during implementation?

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Central cycle: IMPROVE / PLAN / DO / REVIEW — INITIATIVE, PROCESS, PRODUCT, SERVICE

**EXTERNAL ENVIRONMENT**

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### Instructions
This tool can be used when planning new initiatives (processes, products or services) or, where processes/products/services already exist, when planning a new cycle of implementation.

**PLAN**
- Write the name of the initiative, process, product or service in the centre of the diagram (this represents where the initiative interacts with all of the categories).
- For each of the seven categories, answer the PLAN questions and jot down shorthand responses (dot points) in the appropriate segment. Any points that interact with the external environment should be written in the grey band on the Excellence Framework Hub.
- Incorporate the answers or considerations into the final planning document or product (e.g. operational plan, business case, etc.). **Any questions without adequate answers require further investigation.**

**DO**
- During the implementation phase, monitor all the components in the plan to ensure that nothing is left out or overlooked.
- Check the answers to the additional (DO) questions. **Any questions without adequate answers require further attention.**

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## The ECU Excellence Framework
## Planning and Implementation