TEAM EXCELLENCE

ASSESSMENT

GUIDELINES

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REVISION HISTORY

Version	Revision Date	Description	Author	Reviewed By
1.0	14 January 2019	First draft	Ashley Chen	Thomas Chia
2.0	25 May 2021	• Updated certificate template • Included project procedures via Zoom platform	Serene Ho	Thomas Chia
3.0	5 Jan 2022	• Updated certificate template to include project title	Shum Jun Hui	Michael Tan
4.0	01 Jun 2025	• Short introduction of Team Excellence • Assessment Process & Timeline • New Criteria on Sustainability • Update certificate template • Remove criteria rating table	Edgar Xie	Michael Tan

CONTENTS

WHAT IS TEAM EXCELLENCE?

Team Excellence originated from the formation of Improvement Quality Circles (IQCs) in the 1980s—teams established to drive continuous improvement, innovation, and learning at the workplace. These grassroots initiatives encouraged employees to identify and solve problems collaboratively, setting the stage for the structured improvement practices we see today.

Now known as Team Excellence, the approach has evolved to align with the Business Excellence framework, serving as a recognised best practice for engaging teams in applying improvement tools and methodologies such as PDCA, Lean, Six Sigma, and Green Productivity. It fosters a culture of shared learning and innovation while delivering tangible improvements that support both operational efficiency and strategic goals.

ASSESSMENT PROCESS & TIMELINE

Below is the suggested timeline for better understanding of the whole TE process.

Process	Timeline
SGPA send 1st notice to Management Rep	2.5 months before
Send 2nd notice / seek Assessor availability	1.5 months before
Management Rep confirm registration	1 month before
Submit Presentation Slides & Report	3 weeks before
Assessment commence	Actual
Assessor provide assessment result	2 weeks after
Certificate Issuance to Participants	3 weeks after

PROJECT PRESENTATION PROCEDURES (PHYSICAL)

1. The assessment team will comprise a panel of assessors with one Senior Assessor leading the session.
2. Participants are required to bring their own laptop and audio/visual equipment, including the necessary adapters. *(Use of MacBooks is discouraged due to compatibility issues.)*
3. Presentation room supports HDMI connectivity only.
4. The recommended number of presenters is two or more.
5. Teams must arrive and register at least 30 minutes before their scheduled presentation time.
6. Certificates will be awarded to the team, with the names of individual team members listed on the certificate. *(Refer to the sample certificate template provided.)*

PROJECT PRESENTATION PROCEDURES (VIA ZOOM)

1. The assessment team will comprise a panel of assessors with one Senior Assessor leading the session.
2. Audience allowed are Team members, facilitators or department's representatives of the presenting organisation.
3. The recommended number of presenters is two or more.
4. Teams are required to log in to the Zoom platform and wait in the waiting room at least 5 minutes before their scheduled presentation time.
5. Certificates will be awarded to the team, with the names of individual team members listed on the certificate. *(Refer to the sample certificate template provided.)*

PROJECT PRESENTATION FORMAT

1. Setup of laptop and equipment: 1 minute (Note: this is only applicable to physical project presentation)
2. Team Project Presentation: 20 minutes
3. Assessors' clarification: 5 minutes

PROJECT REPORT SUMMARY

1. Maximum of 2-page report summary (Includes Annexes, excluding cover page)
2. Provide salient points in 4 assessment dimensions – Selection, Analysis, Solution + Implementation and Results
3. Provide Team's Particulars
    a. Name of Team
    b. Name of Company
    c. Project Title
    d. Name list of Team Members and their Designations

Name of Team:	
Company Name:	
Project Title:	
The Team:	Team Facilitator (Optional) - #Name1# Team Leader - #Name2# Team Members - #Name 3# - #Name 4# - #Name 5#
Project Brief	
A. Selection	
B: Analysis	
C: Solution + Implementation	
D: Results	

PROJECT REPORT PRESENTATION TEMPLATE

1. There is no limit to the number of PowerPoint slides used in the presentation.
2. Each slide must **clearly indicate the relevant criterion statement and code**.
3. **Slides must be numbered sequentially** to ensure clarity and smooth referencing.
4. The full set of presentation slides must be submitted to SGPA at least 3 weeks before the scheduled Team Excellence Assessment.
5. No amendments or additional slides will be accepted after submission.
6. Teams are required to submit their slides in both PowerPoint (.ppt) and PDF formats.

Page #

1. Project Selection

Code 1A: Describe the method and/or tool used to select the project, and explain the criteria used

- Presentation points here

Page #

2. Project Analysis

Code 2B: Describe the method and/or tools used to identify possible root causes; and explain team's analysis of data to verify them.

- Presentation points here

TEAM EXCELLENCE ASSESSMENT CRITERIA

CODE	CRITERIA ITEM	SCORE
1	**SELECTION** **(4 items @ 5 points = 20 points possible)**	**20**
1A	Describe the method and/or tool used to select the project, and explain the criteria used	
1B	Explain the reasons why the project was selected.	
1C	Describe how the stakeholders were identified; and the potential impact on stakeholders was determined	
1D	Describe the method and/or tool used for target setting; and explain how the team linked the project target to organization business / operational goals.	
2	**ANALYSIS** **(3 items @ 5 points = 15 points possible)**	**15**
2A	Describe the existing situational problem/practice	
2B	Describe the method and/or tools used to identify possible root causes; and explain team's analysis of data to verify them.	
2C	Describe the method and/or tools used to select the final root causes; and explain team's analysis of data to select the final root causes	
3	**SOLUTION + IMPLEMENTATION** **(6 items @ 5 points = 30 points possible)**	**30**
3A	Describe the method and/or tools used by the team to develop possible solutions; and explain the team's analysis of data to establish the possible solutions.	
3B	Describe the method, tools and criteria used to select the final solution(s) and explain team's analysis of data to validate them.	
3C	Explain why the final solution(s) were innovative.	
3D	Describe how the various types of concerns were identified and addressed by the team; and explain how stakeholder buy-in was ensured.	

CODE	CRITERIA ITEM	SCORE
3E	Describe the plan developed by the team to implement its solution(s) and the team involvement in solution implementation Describe the stakeholders' involvement in implementation.	
3F	Describe the creation and installation of procedure and system for measuring and sustaining results over time.	
4	**RESULT** **(4 items @ 5 points = 20 points possible)**	**20**
4A	Describe the types of tangible and intangible results that were realised.	
4B	Explain how the project result(s) achieved are linked with the organization's goals, performance measures and/or strategies	
4C	Describe the overall impact of the project achievements to organisation and stakeholders	
4D	Describe how the results of the project have created spin-off for other opportunities and / or display continual improvement efforts.	
5	**ANALYSIS** **(3 items @ 5 points = 15 points possible)**	**15**
5A	Explain how the team members were selected and how they were involved throughout the project.	
5B	Explain how the team managed its performance to ensure it was effective as a team.	
5C	The team will be judged on the clarity and organization of its presentation.	
	TOTAL SCORE	**100**

GREEN TEAM EXCELLENCE ASSESSMENT CRITERIA

CODE	CRITERIA ITEM	SCORE
1	**SELECTION**	**26**
1A	Provide a brief description of the Organisation. Explain how the team members were selected.	5
1B	Describe the knowledge and skill sets required for the successful completion of the project and explain how these could be acquired.	5
1C	Describe the method and/or tools used and explain the criteria for selecting the project; determine whether the selected project addresses a problem or represents an opportunity for improvement.	5
1D	Describe the existing situation faced on the selected project.	3
1E	Explain how the stakeholders were identified and the potential impact on stakeholders were determined.	3
1F	Describe the method and/or tools used to identify possible root causes or improvement opportunities, and explain what data was generated and how it was analysed to verify them.	5
2	**ANALYSIS**	**14**
2A	Describe the method and/or tools used to select the final root cause(s) or improvement opportunity(ies), and explain what data was generated and how it was analysed to validate them.	5
2B	Describe how the stakeholders were involved in identifying the root causes/improvement opportunities.	3
2C	Describe the method and/or tool used for target setting; and project objective.	3
2D	Explain how the team linked the project target and objective to organization business / operational goals.	3

CODE	CRITERIA ITEM	SCORE
3	**SOLUTION + IMPLEMENTATION**	**33**
3A	Describe the method and/or tools used by the team to develop possible solutions, and explain the data generated and how it was analysed to determine the proposed solutions or improvements.	5
3B	Describe the method, tools, and criteria used to select the final solution(s) or improvement(s) and explain how the selected solution(s) or improvement(s) were validated.	6
3C	Explain why the final solution(s) were innovative.	3
3D	Describe how stakeholder buy-in was ensured, including any concerns raised by stakeholders and how the team addressed them.	5
3E	Describe the plan developed by the team to implement its solution(s); and the stakeholder involvement in implementation.	3
3F	Describe any additional resources required to implement the selected solution. How was this achieved?	3
3G	Describe any additional skill or training required to equip the team members and stakeholders to implement the solution.	3
3H	Describe the tangible and intangible results achieved and explain any variations in the results.	5
4	**RESULTS**	**27**
4A	Does the result achieved align with Environmental, Social, and Governance (ESG) principles and support national sustainability initiatives?	3
4B	Explain how the project result(s) achieved are linked with the organization's goals, performance measures and/or strategies.	3
4C	Describe the overall impact of the project achievements to organisation and stakeholders.	3
4D	Describe the effectiveness of tools used in selecting project, setting target, analysing project, solutioning and sustaining results.	3

CODE	CRITERIA ITEM	SCORE
4E	Describe the challenges faced throughout the project and the steps taken to overcome them.	3
4F	Explain how the team managed its performance to ensure it was effective as a team.	3
4G	Describe the process or system incorporated to formalise the solution/improvement across the organisation.	3
4H	Describe how the results of the project have created spin-off for other opportunities and / or display continual improvement efforts.	3
4I	The team will be judged on the clarity and organisation of its presentation.	3
	TOTAL SCORE	**100**

Sustainability is an essential focus in today's context, and continuous improvement efforts should be aligned with this priority. The Asian Productivity Organization (APO) has introduced the Green Productivity (GP) approach to support organisations in achieving holistic socio-economic development while minimising environmental impact.

Individuals who have completed projects under the Green Team Excellence assessment may apply for certification as a Certified Green Productivity Specialist with the Singapore National Productivity Organization Certification Body (SG NPO-CB), which is accredited by the APO Accreditation Body.

AWARD TIERS

Star Award	90 – 100 points
Gold Award	75 – 89 points
Silver Award	60 – 74 points
Bronze Award	50 – 59 points
Certificate of Participation	0 – 49 points

CERTIFICATE

OF ACHIEVEMENT

Presented To :

«Team_Members»

«Team»

«Project_Title»

for attaining

«AWARD»

at the

TEAM EXCELLENCE ASSESSMENT

«TYPE»

«Date»

MS LYDIA GOH

PRESIDENT

SAMPLE

Certificate No: «Cert_No»