

## ASSESSMENT QUESTIONS FOR LARGE ORGANIZATIONS

### **Business/Non-profit, NGOs (large), Government Departments (large), Statutory Bodies (large)**

All responses to Results Questions should contain at least 3 years of data and relevant comparisons. An explanation must be provided if you are unable to provide the information.

#### **1. Leadership and Governance**

##### **Results Questions**

- 1.1 What are your results for senior leaders' two-way communication with key workforce segments (e.g., workforce ratings of leaders by location, types of workers, etc.)?
- 1.2 What are your results for senior leaders' two-way communication with key customer segments (e.g., customer ratings of leaders)?
- 1.3 What are your results for senior leaders' two-way communication with key stakeholder segments, including suppliers, partners, and collaborators, as appropriate (e.g., stakeholder ratings of leadership)?
- 1.4 What are your organization's results for external audits related to leadership and accountability (including certifications and accreditations)?
- 1.5 What are your results for grievances and complaints for all the following:  
(1) safety, (2) the Equal Employment Opportunity Commission (EEOC),  
and (3) ethics?
- 1.6 What are your results for societal contributions?

Note: Examples of societal contributions (comparisons optional) include:

reduced energy consumption; use of renewable energy resources and recycled water

reduction of your carbon footprint; waste reduction and utilization;  
alternative approaches to conserving resources (e.g., increased virtual

meetings); global use of enlightened labor practices; and donations of goods or services to promote housing, community health, and food security.

## **Process Questions**

- 1.7 Briefly describe your key process(es) for your leadership succession planning.
- 1.8 Briefly describe your key process(es) for senior leaders' two-way communication with the workforce.
- 1.9 Briefly describe your key process(es) for senior leaders' two-way communication with customers.
- 1.10 Briefly describe your key process(es) for senior leaders' two-way communication with stakeholders.
- 1.11 Briefly describe your key process(es) for ensuring responsible governance related to accountability for senior leaders' actions, fiscal accountability, and transparency.
- 1.12 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

## **2. Operations**

### **Results Questions**

- 2.1 What are your results for the performance of your main products, or services, or programs?
- 2.2 What are your results for efficiency/effectiveness in producing your products, or providing services, or providing programs?
- 2.3 What are the results for the performance of key components of your supply network (e.g., on-time delivery, availability of critical materials, quality)?

- 2.4 What are your results for cybersecurity effectiveness, include intrusion attempts versus incidents?
- 2.5 Baldrige Performance Excellence Program | Baldrige@nist.gov 2025  
Baldrige Award Criteria | 12
- 2.6 What are the results for the effectiveness of your risk management plan (e.g., number of risks identified versus number of risks mitigated, cost of losses)?
- 2.7 What are the results for the testing of your emergency preparedness plans (e.g., time to evacuate your facility, emergency response time)?
- 2.8 What are the results for the testing of your continuity of operations plan (plan for how the business operates in disruption)?

### **Process Questions**

- 2.9 Briefly describe your key process(es) for producing your products and services.
- 2.10 Briefly describe your key process(es) for supply network management.
- 2.11 Briefly describe your key process(es) for risk management.
- 2.12 Briefly describe your key process(es) for emergency preparedness.
- 2.13 Briefly describe your key process(es) for continuity of operations.
- 2.14 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

## **3. Workforce**

### **Results Questions**

- 3.1 What are your survey results for workforce satisfaction?
- 3.2 What are your results for workforce engagement (e.g., employee survey findings)?

- 3.3 What are your results for turnover?
- 3.4 What are your results for absenteeism?
- 3.5 What are your results for leadership development (i.e. current and future leaders)?
- 3.6 What are your results for workforce training (e.g., competencies, performance, career development, return on investment, etc.)?
- 3.7 What are your results for significant safety-related incidents (Occupational Safety and Health Administration [OSHA] reportable incidents)?
- 3.8 What are your results for additional indicators of workplace health and safety (e.g., results of safety audits, near-miss tracking)?

### **Process Questions**

- 3.9 Briefly describe your key process(es) for workforce engagement.
- 3.10 Briefly describe your key process(es) for workforce development and training.
- 3.11 Briefly describe your key process(es) for ensuring workplace health and safety.
- 3.12 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

## **4. Customer and Markets**

### **Results Questions**

- 4.1 What are your results for market share for your main products and services?
- 4.2 What are your results for customer satisfaction by key customer segments?

- 4.3 What are your results for customer dissatisfaction, including complaints, by key customer segments?
- 4.4 What are your results for customer loyalty by key customer segments (e.g., likelihood to recommend, repeat customers, and referrals)?

**Note:** For health care organizations, as appropriate, include results for Consumer Assessment of Healthcare Providers and Systems (CAHPS) scores.

### **Process Questions**

- 4.5 Briefly describe your key customer listening process(es).
- 4.6 Briefly describe your key customer engagement process(es).
- 4.7 Briefly describe your key customer support process(es).
- 4.8 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

## **5. Finance**

### **Results Questions**

- 5.1 What are your results for financial viability (e.g., liquidity, days cash on hand/reserves, credit or bond rating)?
- 5.2 What are your results for financial performance (e.g., revenues, operating margin, performance to budget) by organization units, as appropriate?

### **Process Questions**

- 5.3 Briefly describe your process(es) for ensuring access to capital for short-term needs, periods of disruption, and long-term success.
- 5.4 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

## **6. Strategy**

### **Process Questions**

- 6.1 Briefly describe your key process(es) for strategic plan development.
- 6.2 Briefly describe your key process(es) for strategic plan implementation.
- 6.3 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

## **7. Organizational Learning**

### **Process Questions**

- 7.1 Please briefly describe your process(es) for analyzing and reviewing your organization's performance.
- 7.2 Please briefly describe your process(es) for performance improvement.
- 7.3 Please briefly describe your process(es) for collecting and sharing information throughout the organization and its stakeholders.
- 7.4 Briefly describe your key process(es) that encourage innovation (e.g., practice(s) that create an environment that supports innovation).
- 7.5 Please share your process for determining which innovation opportunities to pursue, and deciding which opportunities to stop pursuing.
- 7.6 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

## **8. Community Relationships**

### **Process Questions**

- 8.1 Briefly describe your key processes for building relationships with your

key community partners.

- 8.2 For each key community relationship, provide the following:
- a. the organization or group type (see list above)
  - a. the frequency of engagement (e.g., monthly, quarterly, annually, etc.,)
  - b. the length of engagement (e.g., how long have you had this relationship).
- 8.3 Of the processes shared above, which (if any) do you consider best practices that other organizations could learn from?

Source: <https://www.nist.gov/baldrige>