



HKMA QUALITY AWARD – BEST MANAGED ORGANIZATIONS AWARD

ASSESSMENT QUESTIONS FOR LARGE ORGANIZATIONS

All responses to Results Questions should contain at least 3 years of data and relevant comparisons. An explanation should 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 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)?
- 2.6 What are the results for the testing of your emergency preparedness plans (e.g., time to evacuate your facility, emergency response time)?
- 2.7 What are the results for the testing of your continuity of operations plan (plan for how the business operates in disruption)?

Process Questions

- 2.8 Briefly describe your key process(es) for producing your products and services.
- 2.9 Briefly describe your key process(es) for supply network management.
- 2.10 Briefly describe your key process(es) for risk management.
- 2.11 Briefly describe your key process(es) for emergency preparedness.
- 2.12 Briefly describe your key process(es) for continuity of operations.
- 2.13 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)?

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 below)
 - b. the frequency of engagement (e.g., monthly, quarterly, annually, etc.,)
 - c. 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?

Note: *Community* refers to entities from whom your organization can receive support or to whom you give support during times of disruptions, and such entities are not limited to your local geographic area. These are strategic relationships that provide support and information in times of need and growth. Examples include utility, local government, financial institutions, volunteers, chamber of commerce, businesses nearby, social services, common interest stakeholders, industry or trade associations.