HKMA QUALITY AWARD – BEST MANAGED ORGANIZATIONS AWARD

ASSESSMENT QUESTIONS FOR SMALL ORGANIZATIONS

There are 8 sections of questions, and each section carries equal point value. You are expected to address all questions, or as many as possible.

1. Leadership and Governance

1.1 How do senior leaders communicate your organization's vision and values to key stakeholders, including employees, customers, business partners, and collaborators?

1.2 Does your organization actively support your key communities and the public? Provide examples of your societal contributions.

1.3 Does your organization have policies on governance and ethics? Describe the policies and how they are communicated to related parties.

1.4 Describe your key process for your leadership succession planning.

2. Operations

2.1 What are your results for the efficiency/effectiveness in producing your products, or providing services?

2.2 Describe your key supply network management processes and the performance results for key components (e.g., on-time delivery, material availability, and quality).

2.3 Describe your key risk management processes and the effectiveness of your risk management plan (e.g., number of risks identified versus number of risks mitigated, cost of losses).

2.4 How do you ensure that your organization is prepared for emergencies?

2.5 How do you ensure the security and cybersecurity of sensitive data? Provide results for cybersecurity effectiveness (e.g., intrusion attempts versus incidents).

3. Workforce

3.1 Describe your workforce performance management system. How does it support high-performance work and strengthen the core competencies of your organization?

3.2 How do you prepare your workforce for changing capability and capacity needs?

3.3 What are your results for workforce satisfaction and workforce engagement (e.g., employee survey findings)?

3.4 How do you contribute to employee well-being and ensure workplace health and safety.

3.5 What are your results for turnover and absenteeism?

4. Customer and Markets

4.1 What are your results for market share for your main products and services?

4.2 Describe your key customer listening processes.

4.3 What are your results for customer satisfaction (e.g., survey findings) and dissatisfaction (including complaints)?

4.4 Describe your key customer engagement processes. What are your results for customer loyalty (likelihood to recommend, repeat customers, and referrals)?

5. Finance

5.1 Describe how you ensure access to capital for short-term needs, periods of disruption, and long-term success.

5.2 What are your results for financial viability (e.g., liquidity, reserves/days cash on hand)?

5.3 What are your results for financial performance (e.g., revenues, operating margin, performance to budget)?

6. Strategy

6.1 What are your key steps in developing strategies and converting them into short-term and long-term plans, and how are the short-term and long-term plans defined? Who are the key participants?

6.2 How are the strategic plans implemented?

6.3 How do you measure the progress of your plans? Are any Key Performance Indicators (KPIs) or benchmarking available for evaluation?

7. Organizational Learning

7.1 How do you select and use information to track and improve the overall organizational performance?

7.2 How do you collect and share information throughout the organization and stakeholders?

7.3 How do you encourage innovation (e.g., practices that create an environment that supports innovation)?

7.4 How do you decide which innovation opportunities to pursue and which to discontinue?

8. Community Relationships

Note: "Community" refers to entities that provide or receive support during disruptions, not limited to your local area. These strategic relationships offer assistance and information during times of need and growth.

Examples include utilities, government, financial institutions, volunteers, chambers of commerce, nearby businesses, social services, stakeholders, and industry associations.

8.1 What are 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)
- **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)

The assessment questions are developed based on the 2025 Baldrige Award Criteria. Baldrige Performance Excellence Program. https://www.nist.gov/baldrige