

## PAST AWARD WINNERS

### Gold Award (formerly Overall Winner)

- 2007 - Langham Place, Mongkok, Hong Kong
- 2006 - Electrical and Mechanical Services Trading Fund, HKSARG
- 2005 - Manfield Coatings Company Ltd
- 2004 - CLP Power Hong Kong Limited
- 2003 - Eurasia International (China) Limited Partnership
  - Urban Group
- 2002 - Ricoh Hong Kong Ltd
- 2001 - COSCO (H.K.) Shipping Co Ltd
  - The Kowloon Motor Bus Co (1933) Ltd
  - Synergis Management Services Ltd
- 2000 - Park'NShop
- 1999 - Glorious Sun Enterprises Ltd
  - The Hong Kong and China Gas Co Ltd
- 1998 - McDonald's Restaurants (Hong Kong) Ltd
  - MTR Corporation Limited
- 1997 - Island Shangri-La, Hong Kong
- 1995 - Kowloon-Canton Railway Corporation
- 1994 - Integrated Solutions Limited
- 1992 - Mandarin Oriental Hotel Group
- 1991 - Fuji Xerox (Hong Kong) Ltd

### Silver Award (formerly Certificate of Excellence)

- 2007 - CITIC Ka Wah Bank Limited
- 2005 - Judiciary Administration, HKSAR
  - SGS Hong Kong Limited
- 2004 - Hongkong Post
  - MTR Corporation Limited
- 2002 - Hong Yip Service Company Ltd
- 2001 - Luen Thai International Group Ltd
- 1999 - Hang Seng Bank Ltd

### Bronze Award (formerly Certificate of Merit)

- 2007 - China State Construction International Holdings Limited
  - The Hong Kong Society for The Aged
- 2006 - Chevalier Property Management Limited
  - Mainland Headwear Holdings Limited

- 2005 - ACE Style Intimate Apparel Ltd
  - Chun Wo Holdings Ltd
  - Exel Hong Kong Ltd
  - Kuehne + Nagel (Asia Pacific) Management Ltd
  - Savills Property Management Ltd
- 2004 - Amoy Food Limited
  - CITIC Ka Wah Bank Limited
  - Techtronic Industries Co Ltd
- 2003 - Jones Lang LaSalle Limited - Property Management Division
  - Kai Shing Management Services Ltd
  - Manfield Coatings Company Ltd
  - The Marco Polo Hongkong Hotel, The Macro Polo Gateway, The Marco Polo Prince
- 2002 - HSBC Insurance (Asia-Pacific) Holdings Ltd
  - Jones Lang LaSalle Limited - Property Management Division
- 2001 - Chevalier Group - Lift and Escalator Division
- 2000 - Cheung Kong Holdings
  - Citybase Property Management
  - Cheung Kong Holdings Goodwell Property Management
- 1999 - Synergis Management Services Ltd
- 1998 - Ken On Concrete Co Ltd
  - Tse Sui Luen Jewellery Co Ltd
- 1997 - Gammon Construction Ltd
  - Guangdong Enterprises (Holdings) Ltd
  - Philips Hong Kong Ltd - Business Unit Portable Audio
  - Ready Mixed Concrete (HK) Ltd

### Certificate of Merit

- 2007 - Hong Thai Travel Services Limited
  - K. Wah Construction Materials

### Special Award for SMEs

- 2007 - Richform Holdings Ltd
- 2006 - Roots Biopack Limited
- 2005 - Objective Solutions Ltd
  - Prince of Peace (Hong Kong) Ltd



# TABLE OF CONTENTS

<b>I.</b>	<b>ABOUT THE AWARD .....</b>	<b>2 - 4</b>
1.	Introduction	
2.	Benefits to Applicants	
3.	Criteria for Judging	
4.	People and Organization	
5.	Important Policies	
6.	Award Presentation Dinner	
7.	The Award in Relation to Other International Awards	
<b>II.</b>	<b>THE PRESTIGIOUS QUALITY AWARD .....</b>	<b>5 - 8</b>
1.	Awards and Recognition	
2.	Eligibility	
3.	Application and Assessment Procedure	
<b>III.</b>	<b>GUIDELINES ON FINAL SUBMISSION .....</b>	<b>9</b>
	<b>- for Quality Award Applicants -</b>	
1.	Content	
2.	Format	
3.	Processing	
<b>IV.</b>	<b>SPECIAL AWARD FOR SMEs .....</b>	<b>10 - 11</b>
1.	Introduction	
2.	Awards and Recognition	
3.	Eligibility	
4.	Application and Assessment Procedure	
<b>V.</b>	<b>GUIDELINES ON SME WRITTEN SUBMISSION .....</b>	<b>12 - 13</b>
	<b>- for Special Award for SME Applicants -</b>	
1.	Content	
2.	Format	
3.	Processing	
<b>VI.</b>	<b>AWARD CRITERIA IN DETAIL .....</b>	<b>14 - 38</b>
1.	Seven Criteria	
2.	Award Criteria Framework	
3.	Marking Scheme with Item Listing and Point Values	
4.	Areas to Address and Point Values	
5.	Scoring Guidelines	
<b>VII.</b>	<b>AWARD SPONSORS &amp; SUPPORTING UNIT .....</b>	<b>39 - 45</b>
<b>VIII.</b>	<b>THE TROPHY .....</b>	<b>46</b>



# I ABOUT THE AWARD

## 1. INTRODUCTION

The Quality Award was first launched in 1991 by The Hong Kong Management Association. With this annual Award, the Association seeks not just to reward, but also to bring public recognition to those organizations that have achieved outstanding standards of quality and made a lasting commitment to the process of quality management.

## 2. BENEFITS TO APPLICANTS

### 2.1 RECOGNITION & PUBLICITY

The Award Presentation Dinner provides public recognition that the winners of the Award embody a strong commitment in the implementation of quality, continuous improvement, and customer satisfaction.

The Award Media Sponsors devote extensive press coverage to the winners who serve as role models for others in their quest for excellence. Winners will be allowed to use the Award logo on their promotional materials and in advertising, and may make appropriate reference to their attainment of the Award in their marketing effort.

Winning the Award further increases the morale of the organization and brings prestige to the organization in the community at large.

### 2.2 FEEDBACK REPORT

This Award provides applicants with a golden opportunity to obtain consultation and advice from the most experienced and respected quality experts in Hong Kong. Shortlisted applicants will receive a detailed feedback report which provides a non-prescriptive description of strengths and areas for improvement based on the criteria. Valuable information is provided to help identify and implement improvements, leading to substantial performance improvements.

### 2.3 INTERNAL ANALYSIS

The process of developing an application for the Award yields a number of positive benefits to the applicant. The data gathering and analysis needed to write the Final/Written Submission help the applicant identify for itself where its strengths and areas for improvement are. The internal analysis and external feedback can be used together for strategic planning with a focus on process improvement for delivering customer value, improvement of asset utilization and greater productivity.

## 3. CRITERIA FOR JUDGING

All submissions should follow the criteria listed below which are based on the world-famous Malcolm Baldrige National Quality Award given annually in the USA:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Process Management
7. Results

Detailed guidelines on each criterion can be found in Section VI AWARD CRITERIA IN DETAIL.



# I ABOUT THE AWARD

## 4. PEOPLE & ORGANIZATION

### 4.1 PANEL OF JUDGES

Dr The Hon David K P Li GBM GBS JP (Chairman) Chairman and Chief Executive The Bank of East Asia, Ltd	Dr Philip N L Chen SBS JP Chairman John Swire & Sons (China) Ltd
Mr Giovanni Angelini Chief Executive Officer and Managing Director Shangri-La Hotels & Resorts	Mr James E Thompson Chairman Crown Relocations
Mr Alfred W K Chan BBS Managing Director The Hong Kong and China Gas Co Ltd	Mr Joseph Yu Managing Director Fuji Xerox (Hong Kong) Ltd
Dr John C C Chan GBS JP Managing Director Transport International Holdings Ltd	

### 4.2 ORGANIZING COMMITTEE

Dr John C C Chan GBS JP (Chairman) Managing Director Transport International Holdings Ltd	Mr Liu Guo Yuan JP Executive Vice Chairman and President COSCO (Hong Kong) Group Limited
Dr Michael Chan Chairman Café de Coral Holdings Ltd	Mr Perry Mak Managing Director & Executive Director Publisher, Hong Kong Economic Times
Mr Fan Cheuk Hung Managing Director Synergis Management Services Ltd	Mr Brian Au Vice President Head of Sales (Hong Kong) Asia Television Ltd
Mr Michael Huddart Executive Vice President & General Manager, Hong Kong Manulife (International) Limited	

### 4.3 BOARD OF EXAMINERS

Prof Matthew Yuen (Chairman) Department of Mechanical Engineering Hong Kong University of Science and Technology	Mr Ray Lau Administration Director Glorious Sun Enterprises Ltd
Mr Cliff Cheung Senior Network Support Manager Network Support Centre Hang Seng Bank Ltd	Ms Ivy Leung Director Intellectual Capital and Quality
Mr Lewis Ho Chief E&M Engineer Electrical and Mechanical Services Trading Fund	Mr James Ma Quality Manager Synergis Management Services Ltd
Ms Jenny Lam Manager Business Improvement Cathay Pacific Airways Limited	Ms Katherine Lau Manager, Quality & Customer Satisfaction Fuji Xerox (Hong Kong) Ltd
Mr Newman Lam Customer Accounts Manager The Hong Kong and China Gas Co Ltd	



# I ABOUT THE AWARD

## 5. IMPORTANT POLICIES

All information and documents supplied by Award entrants including entrant identities and commentaries developed during the review of entries are kept confidential and will only be used for the judging of the Award.

All Judges and Examiners are required to declare in advance to the Award Secretariat any cases or situations which may create any apparent or potential conflict of interest. The Judge or Examiner in question would be barred from reviewing the entries concerned or handling in any manner the materials submitted by the Award entrant involved.

## 6. AWARD PRESENTATION DINNER

The Presentation Ceremony of this prestigious Award will take place at the Quality Award Dinner to be held in July 2008. A very special Guest Speaker will be invited to address our guests and practitioners in the Total Quality Management field.

## 7. THE AWARD IN RELATION TO OTHER INTERNATIONAL AWARDS

The Award is the Association's most prestigious business accolade. It is based on the American Malcolm Baldrige National Quality Award judging criteria, and is the Hong Kong equivalent to the Japanese Deming Prize and the European Quality Award.

### 7.1 MALCOLM BALDRIGE NATIONAL QUALITY AWARD

The Malcolm Baldrige National Quality Award, named after the late Secretary of Commerce of the United States, was created by Congress in 1987. It is the highest level of national recognition for quality performance and practices that a US organization can receive.

It is intended to spark interest and involvement in quality programmes, drive American products and services to higher levels of quality, and better equip organizations to meet the challenges of global competition.

### 7.2 DEMING PRIZE

The Deming Prize was instituted in Japan in 1951 by a formal resolution of the JUSE (Union of Japanese Scientists and Engineers) Board of Directors in grateful recognition of Dr W Edward Deming's friendship and his achievements in promoting industrial quality control.

It has become customary in Japan for corporations intending to improve their performance in products or services to vie for the Deming Prize, not only for the prestige that goes with this honour but also to benefit from internal improvements that result from the implementation of total or company-wide quality control (TQC or CWQC) that is needed in order to qualify for the award.

### 7.3 EUROPEAN QUALITY AWARD

The European Quality Award was first presented in Europe in 1992 to honour the most successful exponent of Total Quality Management (TQM). To receive the Award, an applicant must demonstrate that its approach to TQM has contributed significantly over the past few years to satisfying the expectations of customers, employees and others with an interest in the company.



## II THE PRESTIGIOUS QUALITY AWARD

### 1. AWARDS AND RECOGNITION

Quality Award participants who have achieved outstanding performance may be awarded the Gold, Silver or Bronze Awards. In addition, Certificates of Merit may also be presented to participants who have demonstrated strong commitment to quality and achieved significant improvement in at least five of the seven Judging Criteria.

### 2. ELIGIBILITY

Applicants from all fields of industries and businesses, whose principal activities are in Hong Kong, are eligible to apply for the Award.

#### 2.1 SUBUNIT OF BUSINESS ENTITIES

**Subunits** of larger (parent) organizations may also apply for the Award if they are sufficient in their own right to be examined in all seven Criteria Categories. They must be discrete business entities that are readily distinguishable from other parts of the parent organization.

#### 2.2 CONDITIONS OF SITE VISIT

Although an applicant may have facilities outside Hong Kong, in the event of a Site Visit, the applicant should ensure that the appropriate people and materials are available for examination in Hong Kong to document the operational practices associated with all major business functions of the applicant. The Hong Kong Management Association reserves the right to deny visits to site(s) that are outside the Hong Kong region.

#### 2.3 EXPERIENCE SHARING

Winners of the Award must be able to attend all functions conducted by the Award Secretariat in relation to the experience sharing of its quality journey, and are required to share information on the seven Criteria Categories in the form of a publication. The information shared is determined by the Award winner.

#### 2.4 REPEATED APPLICANTS

Gold Award winners are not allowed to participate in the programme in the year subsequent to their winning of the Award to ensure fair competition.

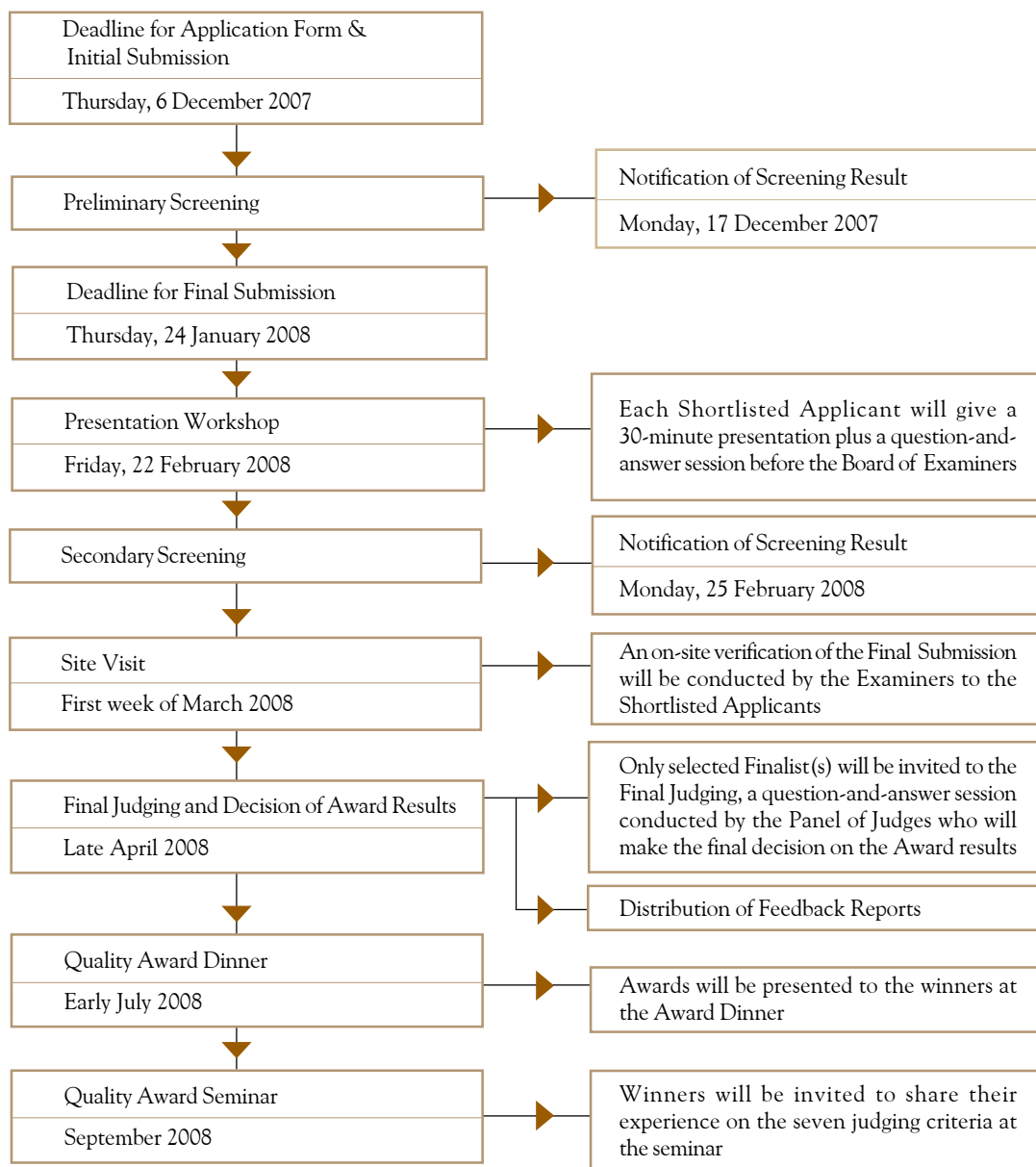
The Hong Kong Management Association reserves the right to make final and binding decisions on the eligibility of applicants.



## II THE PRESTIGIOUS QUALITY AWARD

### 3. APPLICATION AND ASSESSMENT PROCEDURE

#### 3.1 AWARD PROCESS OVERVIEW





## II THE PRESTIGIOUS QUALITY AWARD

### 3.2 ASSESSMENT PROCESS

Please note that **screening decisions rely heavily upon the details and contents in the Final Submission** provided by applicants. The assessment will be in the following stages:

#### STAGE 1:

##### ASSESSMENT OF INITIAL SUBMISSION

All applicants have to submit an Initial Submission on their quality programme which will be screened and evaluated, and a shortlist of applicants will be drawn up.

#### STAGE 2:

##### ASSESSMENT OF FINAL SUBMISSION

Shortlisted applicants will be required to submit a Final Submission of no more than 50 pages for detailed assessment. Information supplied by the company after the 50th page will NOT be assessed by the Examiners. Please refer to Section III "Guidelines on Final Submission."

##### PRESENTATION WORKSHOP

Shortlisted applicants will be invited to give a 30-minute presentation on their submission plus a 20-minute question-and-answer session before the Board of Examiners.

#### STAGE 3:

##### SITE VISIT

Further shortlisted applicants will be invited to participate in the Site Visits. During these Site Visits, the examiners will interview employees and review pertinent records and data. The objective is to **verify the information provided in the Final Submission** and to answer questions raised during the board's review. The choice of dates will be decided by the Board of Examiners. All shortlisted applicants have to prepare themselves to be available on the specified date. In the event of a Site Visit, the applicant must provide the necessary transportation and other logistical arrangements to enable the smooth conduct of the Site Visit.

#### STAGE 4:

##### FINAL JUDGING

Only **SELECTED** finalists will be invited to attend the question-and-answer session conducted by the Panel of Judges.





## II THE PRESTIGIOUS QUALITY AWARD

### 3.3 ANNOUNCEMENT OF RESULTS

The formal announcement and Award Presentation Ceremony will take place at the Quality Award Dinner, a grand occasion to be held in July 2008.

### 3.4 APPLICATION FEE

To ensure that Award applicants will gain maximum benefit from participation in the Quality Award, a nominal Application Fee of HK\$9,900 will be charged upon the submission of the **Initial Submission**. The fee covers a complimentary table (Chinese Menu for 12 persons) at the Quality Award Dinner to be held in July 2008 and three complimentary seats at the Quality Award Seminar.

### 3.5 FREE PUBLICATION

Upon request, potential applicants will receive a FREE copy of the Final Submission of Fuji Xerox (Hong Kong) Limited (1991 Overall Winner) or The Hong Kong and China Gas Company Limited (1999 Overall Winner), and a video on the 2007 Award Winners produced by ATV on a first-come-first-served basis.



# III GUIDELINES ON THE FINAL SUBMISSION

## - For *Quality Award* Applicants -

### 1. CONTENT

The Final Submission should include the following headings and sub-headings.

- **Table of Contents**
- **Organization Chart(s)**
- **Organizational Profile**  
(5 pages or less)

1. Organizational Description
2. Organizational Challenges

- **Responses Addressing All Seven Criteria (Sections 1-7)**  
(50 pages or less)

The Final Submission will only be assessed up to the 50th page. Information supplied thereafter will not be assessed.

- **Appendices (e.g. Annual Report, Other Corporate Information)**  
Can be submitted under separate cover.

### 2. FORMAT

The Final Submission addressing the criteria should be formatted as follows:

- \* Typed on standard A4-size paper (please do not use glossy paper), with
  - single-lined spacing
  - minimum font size of 10 points
- \* Not more than 50 pages for Sections 1 to 7
- \* Labeled tabs or dividers to separate sections
- \* Ring bound for ease of processing
- \* Numbering on every page and for every area/item of address
- \* New page for addressing different criteria
- \* All submissions must be endorsed by the organization's top executive

Please send the Award Secretariat 18 identical copies of the submission and all enclosures, which are not returnable to:

The Quality Award Secretariat  
The Hong Kong Management Association  
Top Floor, Unit M, Phase 3, Kaiser Estate  
11 Hok Yuen Street, Hunghom, KOWLOON

### 3. PROCESSING

All information and documents supplied by the Award applicants will be held in strict confidence. The Award Secretariat reserves the right to terminate the processing of an application due to incomplete or insufficient information in the submission.

Screening decisions rely heavily upon the details and contents supplied in the submissions.



## IV SPECIAL AWARD FOR SMEs

### 1. INTRODUCTION

Small and medium enterprises play a significant role in the Hong Kong economy. It comprises over 98% of the business community in Hong Kong and employs approximately 60% of the working population in the private sector. To enhance their competitiveness, quality management must be incorporated into their daily operations. Constant re-evaluation is also essential for them to stay ahead of the market.

This year, The Hong Kong Management Association has especially developed a Special Award for SMEs to encourage their pursuit of Total Quality Management.

### 2. AWARDS AND RECOGNITION

Awards will be presented to all participants who have demonstrated sound commitment to Total Quality Management and achieved high standards of performance in the seven criteria.

### 3. ELIGIBILITY

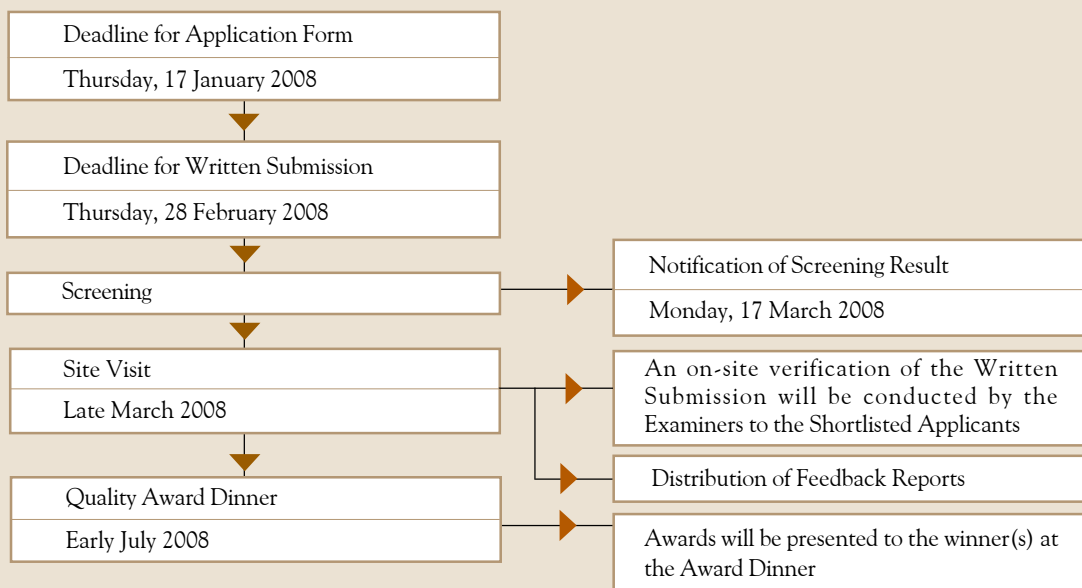
3.1 All SMEs, registered in Hong Kong under the Business Registration Ordinance, are eligible to apply for this Award. SMEs are defined to be manufacturing businesses which employ fewer than 100 persons in Hong Kong; or any non-manufacturing businesses which employ fewer than 50 persons in Hong Kong.

3.2 Applicants who have not entered the Quality Award in the same year.

The Hong Kong Management Association reserves the right to make final and binding decisions on the eligibility of applicants.

### 4. APPLICATION AND ASSESSMENT PROCEDURE

#### 4.1 AWARD PROCESS OVERVIEW





## IV SPECIAL AWARD FOR SMEs

### 4.2 ASSESSMENT PROCESS

Please note that **screening decisions rely heavily upon the details and contents in the written submission** provided by applicant. The assessment will be in the following stages:

#### STAGE 1:

##### ASSESSMENT OF WRITTEN SUBMISSION

All applicants have to submit a Written Submission of no more than 20 pages for assessment. Please refer to Section V "Guidelines on Written Submission".

#### STAGE 2:

##### SITE VISIT

Shortlisted applicants will be invited to participate in a Site Visit. During the Site Visit, the examiners will interview employees and review pertinent records and data. The objective is to verify the information provided in the Written Submission and to answer questions raised during the board's review. The choice of dates will be decided by the Board of Examiners. In the event of a Site Visit, the applicant must provide the necessary transportation and other logistical arrangements to enable the smooth conduct of the Site Visit.

### 4.3 ANNOUNCEMENT OF RESULTS

The formal announcement and Award Presentation Ceremony will take place at the Quality Award Dinner, a grand occasion to be held in July 2008.

### 4.4 APPLICATION FEE

To ensure that Award applicants will gain maximum benefit from participation in the Quality Award, a nominal Application Fee of HK\$4,800 will be charged upon the submission of the Application Form. The fee covers three complimentary seats at the Quality Award Dinner to be held in July 2008 and at the Quality Award Seminar.

### SUPPORTED BY:



#### BUSINESS ENTERPRISE MANAGEMENT CENTRE (BEMC)

Please refer to Section VII "Award Sponsors & Supporting Unit" for the Centre's profile and member list.



# V GUIDELINES ON SME WRITTEN SUBMISSION

## - For *Special Award for SMEs Applicants*-

### 1. CONTENT

SME applicants should present their organization's quality programme by addressing their responses to the below highlights of the Award Criteria in less than 20 pages.

It is important that applicants should study the full version of the Award Criteria (please refer to "Award Criteria in Detail" in Section VI) before responding to the below questions. Applicants are also encouraged to supplement their responses by addressing the items listed in the "Award Criteria in Detail".

#### **PREFACE: ORGANIZATIONAL PROFILE**

Address this section in not more than 2 pages (including charts, tables, diagrams, if any).

##### P1. Organizational Description:

- Business nature and main products/services
- Mission, vision and values
- Organizational structure
- Key customer and stakeholder groups

##### P2. Organizational Challenges:

- Relative size and growth of your company in your markets served
- Number/types of your competitors
- Your key competitive advantage and challenges

#### **THE SEVEN CRITERIA**

Address this section in not more than 18 pages (including charts, tables, diagrams, if any).

##### 1. Leadership (120 pts)

- 1.1 Are your organization's vision and values known to your employees? If yes, describe how senior leaders communicate with employees.
- 1.2 Does your organization actively support your key communities and the public? Provide examples.
- 1.3 Does your organization have policies on governance and ethics? If yes, briefly describe.

##### 2. Strategic Planning (85 pts)

- 2.1 What are the key steps in developing strategies and converting the strategies into short-term and long-term plans? Who are the key participants?
- 2.2 How do you measure the progress of your plans?

##### 3. Customer and Market Focus (85 pts)

- 3.1 How do you determine customer and market requirements?
- 3.2 How do you use the information to satisfy customer needs and identify opportunities?

##### 4. Measurement, Analysis, and Knowledge Management (90 pts)

- 4.1 How do you select and use information to track and improve the overall organizational performance?
- 4.2 Are the information shared among your employees? If yes, how describe you make the information accessible.

##### 5. Workforce Focus (85 pts)

- 5.1 Describe your workforce performance management system. How does it support high-performance work and strengthen the core competencies of your company?
- 5.2 How do you contribute to employee well-being and ensure workplace health and safety?



# V GUIDELINES ON SME WRITTEN SUBMISSION

## - For Special Award for SMEs Applicants-

6. Process Management (85 pts)
  - 6.1 Do you incorporate input from customers, suppliers, partners and collaborators (as appropriate) when design your work processes? Provide examples.
  - 6.2 What key indicators and in-process measures are used to control and improve your work processes?
7. Results (450 pts)

Summarize your organization's performance results (e.g., levels and trends; comparison with competitors) in the below areas. Provide data and information.

  - 7.1 Product and Service Outcomes
  - 7.2 Customer-Focused Outcomes
  - 7.3 Financial and Market Outcomes
  - 7.4 Workforce-Focused Outcomes
  - 7.5 Process Effectiveness Outcomes
  - 7.6 Leadership Outcomes

## 2. FORMAT

- Typed on standard A4-sized paper (please do not use glossy paper), with
  - single-lined spacing
  - minimum font size of 10 points
- Can be presented in bullet-point or essay format
- Ring bound for ease of processing
- Numbering on every page and for every item of address
- The submission must be endorsed by the organization's top executive

Please send the Award Secretariat **10 identical copies** of the submission with all enclosures, which are not returnable, to:

The Quality Award Secretariat  
The Hong Kong Management Association  
Top Floor, Unit M, Phase 3, Kaiser Estate  
11 Hok Yuen Street, Hunghom, Kowloon

## 3. PROCESSING

All information and documents supplied by the Award applicants will be held in strict confidence. The Award Secretariat reserves the right to terminate the processing of an application due to incomplete or insufficient information in the submission.



# VI AWARD CRITERIA IN DETAIL

## 1. SEVEN CRITERIA

The core values and concepts are embodied in seven Criteria Categories:

### **LEADERSHIP**

Leadership addresses how your senior leaders guide and sustain your organization, setting organizational vision, values, and performance expectations. Attention is given to how your senior leaders communicate with employees, develop future leaders, and create an environment that encourages ethical behaviour and high performance. The Category also includes your organization's governance system, its legal and ethical responsibilities to the public and how your organization supports its community.

### **STRATEGIC PLANNING**

Strategic Planning addresses strategic and action planning, deployment of plans, how plans are changed if circumstances require a change and how accomplishments are measured and sustained. The Category stresses that long term organizational sustainability and your competitive environment are key strategic issues that need to be integral parts of your organization's overall planning.

### **CUSTOMER AND MARKET FOCUS**

Customer and Market Focus addresses how your organization seeks to understand the voices of customers and of the marketplace with a focus on meeting customer's requirements, needs, and expectations; delighting customers and building loyalty. The Category stresses relationships as an important part of an overall listening, learning, and performance excellence strategy. Your customer satisfaction and dissatisfaction results provide vital information for understanding your customers and the marketplace. In many cases, such results and trends provide the most meaningful information, not only on your customers' views but also on their marketplace behaviors (e.g. repeat business and positive referrals) and how these views and behaviours may contribute to the sustainability of your organization in the marketplace.

### **MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT**

The Measurement, Analysis, and Knowledge Management Category is the main point within the Criteria for all key information about effectively measuring, analyzing and reviewing performance and managing organizational knowledge to drive improvement and organizational competitiveness. In the simplest terms, Category 4.0 is the "brain center" for the alignment of your organization's operations and its strategic objectives. Central to such use of data and information are their quality and availability. Furthermore, since information, analysis, and knowledge management might themselves be primary sources of competitive advantage and productivity growth, the Category also includes such strategic considerations.



## VI AWARD CRITERIA IN DETAIL

### WORKFORCE FOCUS

Workforce Focus addresses key workforce practices—those directed towards creating and maintaining a high-performance workplace and towards engaging your workforce to enable it and your organization to adapt to change and to succeed. The Category covers workforce engagement, development, and management in an integrated way, (i.e., aligned with your organization’s strategic objectives and action plans). Your workforce focus includes your capability and capacity needs and your workforce support climate.

To reinforce the basic alignment of workforce management with overall strategy, the Criteria also cover human resource planning as part of overall planning in the Strategic Planning Category (Category 2).

### PROCESS MANAGEMENT

Process Management is the focal point within the Criteria for all key work processes. Built into the Category are the central requirements for efficient and effective process management: effective design; a prevention orientation; linkage to customers, suppliers, partners, and collaborators and a focus on value creation for all key stakeholders; operational and financial performance; cycle time; emergency readiness; and evaluation, continuous improvement, and organizational learning.

Agility, cost reduction, and cycle time reduction are increasingly important in all aspects of process management and organizational design. In simplest terms, “agility” refers to your ability to adapt quickly, flexibly, and effectively to changing requirements. Depending on the nature of your organization's strategy and markets, agility might mean rapid change from one product to another, rapid response to changing demands, or the ability to produce a wide range of customized services. Agility also increasingly involves decisions to outsource, agreements with key suppliers, and novel partnering arrangements. Flexibility might demand special strategies, such as implementing modular designs, sharing components, sharing manufacturing lines, and providing specialized training. Cost and cycle time reduction often involve Lean process management strategies. It is crucial to utilize key measures for tracking all aspects of your overall process management.

### RESULTS

The Results Category provides a results focus that encompasses your objective evaluation and your customers’ evaluation of your organization’s products and services, your overall financial and market performance, your workforce results, your leadership system and social responsibility results, and results of all key processes and process improvement activities. Through this focus, the Criteria’s purposes—superior value of offerings as viewed by your customers and the marketplace; superior organizational performance as reflected in your operational, workforce, legal, ethical, and financial indicators; and organizational and personal learning—are maintained. Category 7.0 thus provides “real-time” information (measures of progress) for evaluation and improvement of processes, products, and services, in alignment with your overall organizational strategy. Item 4.1 calls for analysis and review of results data and information to determine your overall organizational performance and to set priorities for improvement.



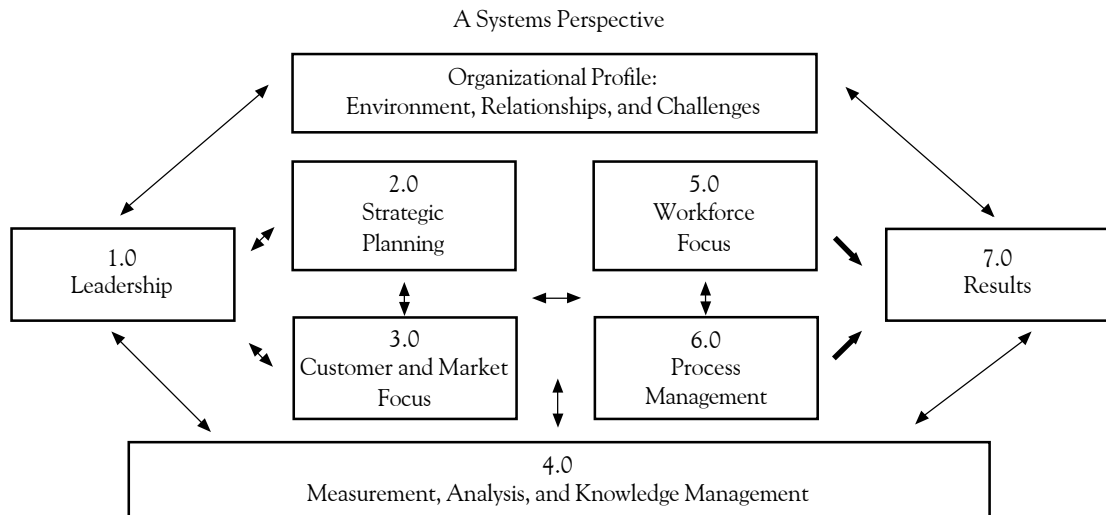


# VI AWARD CRITERIA IN DETAIL

## 2. AWARD CRITERIA FRAMEWORK

The framework connecting and integrating the Criteria Categories is given in the figure below.

### BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE FRAMEWORK:



From top to bottom, the framework has the following basic elements:

#### ORGANIZATIONAL PROFILE

Your Organizational Profile (top of figure) sets the context for the way your organization operates. Your environment, key working relationships, and strategic challenges serve as an overarching guide for your organizational performance management system.

#### SYSTEM OPERATIONS

The system operations are composed of the six Baldrige Categories in the center of the figure that define your operations, and the results you can achieve.

Leadership (Category 1.0), Strategic Planning (Category 2.0), and Customer and Market Focus (Category 3.0) represent the leadership triad. These Categories are placed together to emphasize the importance of a leadership focus on strategy and customers. Senior leaders set your organizational direction and seek future opportunities for your organization.

Workforce Focus (Category 5.0), Process Management (Category 6.0), and Results (Category 7.0) represent the results triad. Your organization's workforce and key processes accomplish the work of the organization that yields your overall performance results.

All actions point toward Results—a composite of product and service, customer and market, financial, and internal operational performance results, including workforce, leadership, governance, and social responsibility results. The horizontal arrow in the center of the framework links the leadership triad to the results triad, a linkage critical to organizational success. Furthermore, the arrow indicates the central relationship between Leadership (Category 1.0) and Results (Category 7.0). The two-headed arrow indicates the importance of feedback in an effective performance management system.



# VI AWARD CRITERIA IN DETAIL

## SYSTEM FOUNDATION

Measurement, Analysis, and Knowledge Management (Category 4.0) are critical to the effective management of your organization and to a fact-based, knowledge-driven system for improving performance and competitiveness. Measurement, analysis, and knowledge management serve as a foundation for the performance management system.

### 3. MARKING SCHEME WITH ITEM LISTING AND POINT VALUES

There are 18 items, each focusing on a major requirement. They are expected to be included in the Final/Written Submission. Maximum point values that can be scored for each item are shown in the chart below.

Preface: Organizational Profile		
P.1	Organizational Description	
P.2	Organizational Challenges	
2008	Categories/Items	Point Values
1.0	<b>Leadership</b>	120
	1.1 Senior Leadership	70
	1.2 Governance and Social Responsibilities	50
2.0	<b>Strategic Planning</b>	85
	2.1 Strategy Development	40
	2.2 Strategy Deployment	45
3.0	<b>Customer and Market Focus</b>	85
	3.1 Customer and Market Knowledge	40
	3.2 Customer Relationships and Satisfaction	45
4.0	<b>Measurement, Analysis, and Knowledge Management</b>	90
	4.1 Measurement, Analysis, and Improvement of Organizational Performance	45
	4.2 Management of Information, Information Technology, and Knowledge	45
5.0	<b>Workforce Focus</b>	85
	5.1 Workforce Engagement	45
	5.2 Workforce Environment	40
6.0	<b>Process Management</b>	85
	6.1 Work Systems Design	35
	6.2 Work Process Management and Improvement	50
7.0	<b>Results</b>	450
	7.1 Product and Service Outcomes	100
	7.2 Customer-Focused Outcomes	70
	7.3 Financial and Market Outcomes	70
	7.4 Workforce-Focused Outcomes	70
	7.5 Process Effectiveness Outcomes	70
	7.6 Leadership Outcomes	70
<b>TOTAL POINTS</b>		<b>1000</b>



## VI AWARD CRITERIA IN DETAIL

### 4. AREAS TO ADDRESS AND POINT VALUES

Items consist of one or more Areas to Address (Areas). Organizations should address their responses to the specific requirements of these Areas. Points will be given to the Areas according to the extent of Approach, Deployment and Results.

Frequently, several questions are grouped under one number [eg. P1 a (3)]. These questions are related and do not require separate responses. These multiple questions serve as a guide in understanding the full meaning of the information being requested.

For definitions of key terms presented throughout the Criteria and Scoring Guidelines text in LARGE CAPS, please visit [www.hkma.org.hk/qa/aw\\_criteria\\_1.htm](http://www.hkma.org.hk/qa/aw_criteria_1.htm) for **Item Notes** and **Glossary of Terms**.

Details of these Areas and point values are shown in the following table:

#### **Preface: Organizational Profile**

The **Organizational Profile** is a snapshot of your organization, the KEY influences on HOW you operate, and the KEY challenges you face.

#### **P.1 Organizational Description: What are your key organizational characteristics?**

Describe your organization's operating environment and your KEY relationships with CUSTOMERS, suppliers, PARTNERS, and STAKEHOLDERS.

Within your response, include answers to the following questions:

- a. Organizational Environment
  - (1) What are your organization's main products and services? What are the delivery mechanisms used to provide your products and services to your CUSTOMERS?
  - (2) What is your organizational culture? What are your stated PURPOSE, VISION, MISSION, and VALUES?
  - (3) What is your WORKFORCE profile? What are your WORKFORCE or employee groups and SEGMENTS? What are their KEY requirements and expectations? What are their educational levels? What are your organization's WORKFORCE and job DIVERSITY, organized bargaining units, KEY benefits, and special health and safety requirements?
  - (4) What are your major facilities, technologies, and equipment?
  - (5) What is the regulatory environment under which your organization operates? What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; relevant industry standards; and environmental, financial, and product regulations?
- b. Organizational Relationships
  - (1) What are your organizational structure and GOVERNANCE system? What are the reporting relationships among your GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?



## VI AWARD CRITERIA IN DETAIL

- (2) What are your KEY CUSTOMER and STAKEHOLDER groups and market SEGMENTS, as appropriate? What are their KEY requirements and expectations for your products, services, and operations? What are the differences in these requirements and expectations among CUSTOMER and STAKEHOLDER groups and market SEGMENTS?
- (3) What are your most important types of supplier, PARTNERS, COLLABORATORS, and distributors? What role do suppliers, PARTNERS, COLLABORATORS, and distributors play in your WORK SYSTEM and the production and delivery of your KEY products and services? What role, if any, do they play in your organizational INNOVATION PROCESSES? What are your most important supply chain requirements?
- (4) What are your KEY supplier and CUSTOMER partnering relationships and communication mechanisms?

### P.2 Organizational Challenges: What are your key organizational challenges?

Describe your organization's competitive environment, your KEY STRATEGIC CHALLENGES and advantages, and your system for PERFORMANCE improvement.

Within your response, include answers to the following questions:

- a. Competitive Environment
  - (1) What is your competitive position? What is your relative size and growth in your industry or markets served? What are the numbers and types of competitors for your organization?
  - (2) What are the principal factors that determine your success relative to your competitors? What are any KEY changes taking place that affect your competitive situation, including opportunities for INNOVATION and collaboration, as appropriate?
  - (3) What are your KEY available sources of comparative and competitive data from within your industry? What are your KEY available sources of comparative data from outside your industry? What limitations, if any, are there in your ability to obtain these data?
- b. Strategic Context

What are your KEY business, operational, and human resource STRATEGIC CHALLENGES and advantages? What are your KEY STRATEGIC CHALLENGES and advantages associated with organizational SUSTAINABILITY?
- c. PERFORMANCE Improvement System

What are the KEY elements of your PERFORMANCE improvement system, including your evaluation and LEADING PROCESS?



# VI AWARD CRITERIA IN DETAIL

## 1.0 Leadership (120 pts.)

The *Leadership* Category examines HOW your organization's SENIOR LEADERS guide and sustain your organization. Also examined are your organization's GOVERNANCE and HOW your organization addresses its ethical, legal, and community responsibilities.

1.1 Senior Leadership: How do your senior leaders lead? (70 pts.)	Process
<p>Describe HOW SENIOR LEADERS guide and sustain your organization. Describe HOW SENIOR LEADERS communicate with your WORKFORCE and encourage HIGH PERFORMANCE.</p>	
<p>Within your response, include answers to the following questions:</p>	
<p>a. VISION and VALUES</p>	
<p>(1) HOW do SENIOR LEADERS set organizational VISION and VALUES? HOW do SENIOR LEADERS deploy your organization's VISION and VALUES through your LEADERSHIP SYSTEM, to the WORKFORCE, to KEY suppliers and PARTNERS, and to CUSTOMERS and other STAKEHOLDERS, as appropriate? HOW do SENIOR LEADERS' personal actions reflect a commitment to the organization's VALUES?</p>	
<p>(2) HOW do SENIOR LEADERS promote an organizational environment that fosters, requires, and results in legal and ETHICAL BEHAVIOR?</p>	
<p>(3) HOW do SENIOR LEADERS create a SUSTAINABLE organization? HOW do SENIOR LEADERS create an environment for organizational PERFORMANCE improvement, the accomplishment of your MISSION and STRATEGIC OBJECTIVES, INNOVATION, competitive or role model PERFORMANCE leadership, and organizational agility? HOW do they create an environment for organizational and WORKFORCE LEARNING? HOW do they personally participate in succession planning and the development of future organizational leaders?</p>	
<p>b. Communication and Organizational PERFORMANCE</p>	
<p>(1) HOW do SENIOR LEADERS communicate with and engage the entire WORKFORCE? HOW do SENIOR LEADERS encourage frank, two-way communication throughout the organization? How do SENIOR LEADERS communicate KEY decisions? HOW do SENIOR LEADERS take an active role in reward and recognition programs to reinforce HIGH PERFORMANCE and a CUSTOMER and business focus?</p>	
<p>(2) HOW do SENIOR LEADERS create a focus on action to accomplish the organization's objectives, improve PERFORMANCE, and attain its VISION? What PERFORMANCE MEASURE do SENIOR LEADERS regularly review to inform them on needed actions? HOW do SENIOR LEADERS include a focus on creating and balancing VALUE for CUSTOMERS and other STAKEHOLDERS in their organizational PERFORMANCE expectations?</p>	



## VI AWARD CRITERIA IN DETAIL

### 1.2 Governance and Social Responsibilities: How do you govern and address your social responsibilities? (50 pts.)

Process

Describe your organization's GOVERNANCE system. Describe HOW your organization addresses its responsibilities to the public, ensures ETHICAL BEHAVIOR, and practices good citizenship.

Within your response, include answers to the following questions:

a. Organizational GOVERNANCE

(1) HOW does your organization address the following KEY aspects of your GOVERNANCE system:

- accountability for management's actions
- fiscal accountability
- transparency in operations and selection and disclosure policies for GOVERNANCE board members, as appropriate
- independence in internal and external audits
- protection of STAKEHOLDER and stockholder interests, as appropriate

(2) HOW do you evaluate the PERFORMANCE of your SENIOR LEADERS, including the chief executive? HOW do you evaluate the PERFORMANCE of members of the GOVERNANCE board, as appropriate? HOW do SENIOR LEADERS and the GOVERNANCE board use these PERFORMANCE reviews to further develop and to improve both their personal leadership EFFECTIVENESS and that of your board and LEADERSHIP SYSTEM, as appropriate?

b. Legal and ETHICAL BEHAVIOR

(1) HOW do you address any adverse impacts on society of your products, services, and operations? HOW do you anticipate public concerns with current and future products, services, and operations? HOW do you prepare for these concerns in a proactive manner, including using resource-sustaining PROCESSES, as appropriate? What are your KEY compliance PROCESSES, MEASURES, and GOALS for achieving and surpassing regulatory and legal requirements, as appropriate? What are your KEY PROCESSES, MEASURES, and GOALS for addressing risks associated with your products, services, and operations?

(2) HOW does your organization promote and ensure ETHICAL BEHAVIOR in all your interactions? What are your KEY PROCESSES and MEASURES or INDICATORS for enabling and monitoring ETHICAL BEHAVIOR in your GOVERNANCE structure, throughout your organization, and in interactions with CUSTOMERS, PARTNERS, and other STAKE-HOLDERS? HOW do you monitor and respond to breaches of ETHICAL BEHAVIOR?

c. Support of KEY Communities

HOW does your organization actively support and strengthen your KEY communities? HOW do you identify KEY communities and determine areas of emphasis for organizational involvement and support? What are your KEY communities? HOW do your SENIOR LEADERS, in concert with your WORKFORCE, contribute to improving these communities?



# VI AWARD CRITERIA IN DETAIL

## 2.0 Strategic Planning (85 pts.)

The *Strategic Planning* Category examines HOW your organization develops STRATEGIC OBJECTIVES and ACTION PLANS. Also examined are HOW your chosen STRATEGIC OBJECTIVES and ACTION PLANS are deployed and changed if circumstances require, and HOW progress is measured.

2.1 Strategy Development: How do you develop your strategy? (40 pts.)	Process
<p>Describe HOW your organization determines its STRATEGIC CHALLENGES and advantages. Describe HOW your organization establishes its strategy and STRATEGIC OBJECTIVES to address these CHALLENGES and enhance its advantages. Summarize your organization's KEY STRATEGIC OBJECTIVES and their related GOALS.</p>	
<p>Within your response, include answers to the following questions:</p>	
<p>a. Strategy Development PROCESS</p>	
<p>(1) HOW does your organization conduct its strategic planning? What are the KEY PROCESS steps? Who are the KEY participants? HOW does your PROCESS identify potential blind spots? How do you determine your STRATEGIC CHALLENGES and advantages, as identified in response to P.2 in your Organizational Profile? What are your short- and longer-term planning time horizons? HOW are these time horizons set? HOW does your strategic planning PROCESS address these time horizons?</p>	
<p>(2) HOW do you ensure that strategic planning addresses the KEY factors listed below? HOW do you collect and analyze relevant data and information pertaining to these factors as part of your strategic planning PROCESS:</p>	
<ul style="list-style-type: none"><li>• your organization's strengths, weaknesses, opportunities, and threats</li><li>• early indications of major shifts in technology, markets, CUSTOMER preferences, competition, or the regulatory environment</li><li>• long-term organizational SUSTAINABILITY</li><li>• your ability to execute the strategic plan</li></ul>	
<p>b. STRATEGIC OBJECTIVES</p>	
<p>(1) What are your KEY STRATEGIC OBJECTIVES and your timetable for accomplishing them? What are your most important GOALS for these STRATEGIC OBJECTIVES?</p>	
<p>(2) HOW do your STRATEGIC OBJECTIVES address your STRATEGIC CHALLENGES and strategic advantages? How do your STRATEGIC OBJECTIVES address your opportunities for INNOVATION in products and services, operations, and the business model? HOW do you ensure that your STRATEGIC OBJECTIVES balance short- and longer-term challenges and opportunities? HOW do you ensure that your STRATEGIC OBJECTIVES balance the needs of all KEY STAKEHOLDERS?</p>	



## VI AWARD CRITERIA IN DETAIL

### 2.2 Strategy Deployment: How do you deploy your strategy? (45 pts.)

Process

Describe HOW your organization converts its STRATEGIC OBJECTIVES into ACTION PLANS. Summarize your organization's ACTION PLANS and related KEY PERFORMANCE MEASURES or INDICATORS. Project your organization's future PERFORMANCE relative to KEY comparisons on these PERFORMANCE MEASURES or INDICATORS.

Within your response, include answers to the following questions:

#### a. ACTION PLAN Development and DEPLOYMENT

- (1) HOW do you develop and DEPLOY ACTION PLANS throughout the organization to achieve your KEY STRATEGIC OBJECTIVES? HOW do you ensure that the KEY outcomes of your ACTION PLANS can be sustained?
- (2) How do you ensure that adequate financial and other resources are available to support the accomplishment of your ACTION PLANS? How do you allocate these resources to support the accomplishment of the plans? How do you assess the financial and other risks associated with the plans? How do you balance resources to ensure adequate resources to meet current obligations?
- (3) HOW do you establish and DEPLOY modified ACTION PLANS if circumstances require a shift in plans and rapid execution of new plans?
- (4) What are your KEY short- and longer-term ACTION PLANS? What are the KEY planned changes, if any, in your products and services and your CUSTOMERS and markets, and how you will operate?
- (5) What are your KEY human resource plans to accomplish your short- and longer-term STRATEGIC OBJECTIVES and ACTION PLANS? How do the plans address potential impacts on people in your WORKFORCE and any potential changes to WORKFORCE CAPABILITY and CAPACITY needs?
- (6) What are your KEY PERFORMANCE MEASURES or INDICATORS for tracking progress on your ACTION PLANS? HOW do you ensure that your overall ACTION PLAN measurement system reinforces organizational ALIGNMENT? HOW do you ensure that the measurement system covers all KEY DEPLOYMENT areas and STAKEHOLDERS?

#### b. PERFORMANCE PROJECTION

For the KEY PERFORMANCE MEASURES or INDICATORS identified in 2.2a(6), what are your PERFORMANCE PROJECTIONS for both your short- and longer-term planning time horizons? How are these PROJECTIONS determined? How does your projected PERFORMANCE compare with the projected PERFORMANCE of your competitors or comparable organizations? How does it compare with KEY BENCHMARKS, GOALS, and past PERFORMANCE, as appropriate? How do you ensure progress so that you will need your PROJECTIONS? If there are current or projected gaps in PERFORMANCE against your competitors or comparable organizations, HOW will you address them?





## VI AWARD CRITERIA IN DETAIL

### 3.0 Customer and Market Focus (85 pts.)

The *Customer and Market Focus* Category examines HOW your organization determines requirements, needs, expectations, and preferences of CUSTOMERS and markets. Also examined is HOW your organization builds relationships with CUSTOMERS and determines the KEY factors that lead to CUSTOMER acquisition, satisfaction, loyalty and retention, and to business expansion and SUSTAINABILITY.

#### 3.1 Customer and Market Knowledge: How do you obtain and use customer and market knowledge? (40 pts.)

Process

Describe HOW your organization determines requirements, needs, expectations, and preferences of CUSTOMERS and markets to ensure the continuing relevance of your products and services and to develop new business opportunities.

Within your response, include answers to the following questions:

- a. CUSTOMER and Market Knowledge
  - (1) HOW do you identify CUSTOMERS, CUSTOMER groups, and market SEGMENTS? HOW do you determine which CUSTOMERS, CUSTOMER groups, and market SEGMENTS to pursue for current and future products and services? HOW do you include CUSTOMERS of competitors and other potential CUSTOMERS and markets in this determination?
  - (2) HOW do you use the voice of the CUSTOMER to determine KEY CUSTOMER requirements, needs, and changing expectations (including product and service features) and their relative importance to CUSTOMERS' purchasing or relationship decisions? HOW do your listening methods vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS? HOW do you use relevant information and feedback from current and former CUSTOMERS, including marketing and sales information, CUSTOMER loyalty and retention data, CUSTOMER referrals, win/loss ANALYSIS, and complaint data for PURPOSES of planning products and services, marketing, making WORK SYSTEM and work PROCESS improvements, and developing new business opportunities?
  - (3) HOW do you use voice-of-the-CUSTOMER information and feedback to become more CUSTOMER-focused, and to better satisfy CUSTOMER needs and desires, and to identify opportunities for INNOVATION?
  - (4) HOW do you keep your listening and LEARNING methods current with business needs and directions, including changes in your marketplace?



## VI AWARD CRITERIA IN DETAIL

### 3.2 Customer Relationships and Satisfaction:

**How do you build relationships and grow customer satisfaction and loyalty? (45 pts.)**

**Process**

Describe HOW your organization builds relationships to acquire, satisfy, and retain CUSTOMERS and to increase CUSTOMER loyalty. Describe also HOW your organization determines CUSTOMER satisfaction and dissatisfaction.

Within your response, include answers to the following questions:

- a. CUSTOMER Relationship Building
  - (1) HOW do you build relationships to acquire CUSTOMERS, to meet and exceed their expectations, to increase loyalty and repeat business, and to gain positive referrals?
  - (2) HOW do your KEY access mechanisms enable CUSTOMERS to seek information, conduct business, and make complaints? What are your KEY access mechanisms? HOW do you determine KEY CUSTOMER contact requirements for each mode of CUSTOMER access? HOW do you ensure that these contact requirements are DEPLOYED to all people and PROCESSES involved in the CUSTOMER response chain?
  - (3) HOW do you manage CUSTOMER complaints? HOW do you ensure that complaints are resolved EFFECTIVELY and promptly? HOW do you minimize CUSTOMER dissatisfaction and, as appropriate, loss of repeat business and referrals? HOW are complaints aggregated and analyzed for use in improvement throughout your organization and by your PARTNERS?
  - (4) HOW do you keep your APPROACHES to building relationships and providing CUSTOMER access current with business needs and directions?
- b. CUSTOMER Satisfaction Determination
  - (1) HOW do you determine CUSTOMER satisfaction, dissatisfaction, and loyalty? HOW do these determination methods differ among CUSTOMER groups? HOW do you ensure that your measurements capture actionable information for use in exceeding your CUSTOMERS' expectations? How do you ensure that your measurements capture actionable information for use in securing your CUSTOMERS' future business and gaining positive referrals, as appropriate? HOW do you use CUSTOMER satisfaction and dissatisfaction information for improvement?
  - (2) HOW do you follow up with CUSTOMERS on the quality of products, services, and transactions to receive prompt and actionable feedback?
  - (3) HOW do you obtain and use information on your CUSTOMERS' satisfaction relative to their satisfaction with your competitors? How do you obtain and use information on your CUSTOMERS' satisfaction relative to the CUSTOMER satisfaction LEVELS of other organizations providing similar products or services, and/or industry BENCHMARKS?
  - (4) HOW do you keep your APPROACHES to determining satisfaction current with business needs and directions?



# VI AWARD CRITERIA IN DETAIL

## 4.0 Measurement, Analysis, and Knowledge Management (90 pts.)

The *Measurement, Analysis, and Knowledge Management* Category examines HOW your organization selects, gathers, analyzes, manages, and improves its data, information, and KNOWLEDGE ASSETS and HOW it manages its information technology. The Category also examines HOW your organization reviews and uses reviews to improve its PERFORMANCE.

### 4.1 Measurement, Analysis, and Improvement of Organizational Performance: How do you measure, analyze, and then improve organizational performance? (45 pts.)

#### Process

Describe HOW your organization measures, analyzes, aligns, reviews, and improves its PERFORMANCE through the use of data and information at all LEVELS and in all parts of your organization. Describe HOW you SYSTEMATICALLY use the results of reviews to evaluate and improve PROCESS.

Within your response, include answers to the following questions:

a. PERFORMANCE Measurement

- (1) HOW do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES including KEY short-term and longer-term financial MEASURES? HOW do you use these data and information to support organizational decision making and INNOVATION?
- (2) HOW do you select and ensure the EFFECTIVE use of KEY comparative data and information to support operational and strategic decision making and INNOVATION?
- (3) HOW do you keep your PERFORMANCE measurement system current with business needs and directions? HOW do you ensure that your PERFORMANCE measurement system is sensitive to rapid or unexpected organizational or external changes?

b. PERFORMANCE ANALYSIS, Review, and Improvement

- (1) HOW do you review organizational PERFORMANCE and capabilities? What ANALYSES do you perform to support these reviews and to ensure that conclusions are valid? HOW do you use these reviews to assess organizational success, competitive PERFORMANCE, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? HOW do you use these reviews to assess your organization's ability to rapidly respond to changing organizational needs and challenges in your operating environment?
- (2) HOW do you translate organizational PERFORMANCE review findings into priorities for continuous and breakthrough improvement and into opportunities for INNOVATION? HOW are these priorities and opportunities DEPLOYED to work group and functional-level operations throughout your organization to enable EFFECTIVE support for their decision making? When appropriate, HOW are the priorities and opportunities deployed to your suppliers, PARTNERS, and collaborators to ensure organizational ALIGNMENT?
- (3) How do you incorporate the results of organizational PERFORMANCE reviews into the SYSTEMATIC evaluation and improvement of KEY PROCESS?



## VI AWARD CRITERIA IN DETAIL

### 4.2 Management of Information, Information Technology, and Knowledge: How do you manage your information, information technology, and organizational knowledge? (45 pts.)

Process

Describe HOW your organization ensures the quality and availability of needed data, information, software, and hardware for WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS. Describe HOW your organization builds and manages its KNOWLEDGE ASSETS.

Within your response, include answers to the following questions:

- a. Management of Information Resources
  - (1) HOW do you make needed data and information available? HOW do you make them accessible to your WORKFORCE, suppliers and PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?
  - (2) HOW do you ensure that hardware and software are reliable, secure, and user friendly?
  - (3) In the event of an emergency, HOW do you ensure the continued availability of hardware and software systems and the continued availability of data and information?
  - (4) HOW do you keep your data and information availability mechanisms, including your software and hardware systems, current with business needs and directions and with technological changes in your operating environment?
- b. Data, Information, and Knowledge Management
  - (1) HOW do you ensure the following properties of your organizational data, information, and knowledge:
    - accuracy
    - integrity and reliability
    - timeliness
    - security and confidentiality
  - (2) HOW do you manage organizational knowledge to accomplish the following:
    - the collection and transfer of WORKFORCE knowledge
    - the transfer of relevant knowledge from and to CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS
    - the rapid identification, sharing, and implementation of best practices
    - the assembly and transfer of relevant knowledge for use in your strategic planning PROCESS



## VI AWARD CRITERIA IN DETAIL

### 5.0 WORKFORCE Focus (85 pts.)

The *Workforce Focus* Category examines HOW your organization engages, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization's overall MISSION, strategy, and ACTION PLANS. The Category examines your ability to assess WORKFORCE CAPABILITY and CAPACITY needs and to build a WORKFORCE environment conducive to HIGH PERFORMANCE.

#### 5.1 Workforce Engagement: How do you engage your workforce to achieve organizational and personal success? (45 pts.)

Process

Describe HOW your organization engages, compensates, and rewards your WORKFORCE to achieve HIGH PERFORMANCE. Describe HOW members of your WORKFORCE, including leaders, are developed to achieve higher PERFORMANCE.

Describe HOW you assess WORKFORCE ENGAGEMENT and use the results to achieve higher PERFORMANCE.

Within your response, include answers to the following questions:

a. WORKFORCE Enrichment

- (1) HOW do you determine the KEY factors that affect WORKFORCE ENGAGEMENT? How do you determine the KEY factors that affect WORKFORCE satisfaction? How are these factors determined for different WORKFORCE groups and SEGMENTS?
- (2) How do you foster an organizational culture conducive to HIGH PERFORMANCE and a motivated WORKFORCE to accomplish the following:
  - cooperation, EFFECTIVE communication, and skill sharing within and across work units, operating units, and locations, as appropriate
  - EFFECTIVE information flow and two-way communication with supervisors and managers
  - individual goal setting, EMPOWERMENT, and initiative
  - INNOVATION in the work environment
  - the ability to benefit from the diverse ideas, cultures, and thinking of your WORKFORCE
- (3) HOW does your WORKFORCE PERFORMANCE management system support HIGH-PERFORMANCE WORK and WORKFORCE ENGAGEMENT? How does your WORKFORCE PERFORMANCE management system consider WORKFORCE compensation, reward, recognition, and incentive practices? How does your WORKFORCE PERFORMANCE management system reinforce a CUSTOMER and business focus and achievement of your ACTION PLANS?



## VI AWARD CRITERIA IN DETAIL

- b. WORKFORCE and Leader Development
- (1) How does your WORKFORCE development and LEARNING system address the following:
    - needs and desires for LEARNING and development identified by your WORKFORCE, including supervisors and managers
    - your CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of your ACTION PLANS, both short-term and long-term
    - organizational PERFORMANCE improvement, technological change, and INNOVATION
    - the breadth of development opportunities, including education, training, coaching, mentoring, and work-related experiences, as appropriate
    - the transfer of knowledge from departing or retiring workers
    - the reinforcement of new knowledge and skills on the job
  - (2) How does your development and LEARNING system for leaders address the following:
    - development of personal leadership attributes
    - development of organizational knowledge
    - ethical business practices
    - your CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of your ACTION PLANS, both short-term and long-term
    - organizational PERFORMANCE improvement, change, and INNOVATION
    - the breadth of leadership development opportunities, including education, training, coaching, mentoring, and work-related experiences, as appropriate
  - (3) How do you evaluate the EFFECTIVENESS of your WORKFORCE and leader development and LEARNING systems?
  - (4) How do you manage EFFECTIVE career progression for your entire WORKFORCE? How do you accomplish EFFECTIVE succession planning for management and leadership positions?
- c. Assessment of WORKFORCE ENGAGEMENT
- (1) How do you assess WORKFORCE ENGAGEMENT? What formal and informal assessment methods and MEASURES do you use to determine WORKFORCE ENGAGEMENT and WORKFORCE satisfaction? How do these methods and MEASURES differ across WORKFORCE groups and SEGMENTS? How do you use other INDICATORS, such as WORKFORCE retention, absenteeism, grievances, safety, and PRODUCTIVITY to assess and improve WORKFORCE ENGAGEMENT?
  - (2) How do you relate assessment findings to key business RESULTS reported in Category 7 to identify opportunities for improvement in both WORKFORCE ENGAGEMENT and business RESULTS?



## VI AWARD CRITERIA IN DETAIL

### 5.2 Workforce Environment: How do you build an effective and supportive workforce environment? (40 pts.)

Process

Describe HOW your organization manages WORKFORCE CAPABILITY and CAPACITY to accomplish the work of the organization. Describe HOW your organization maintains a safe, secure, and supportive work climate.

Within your response, include answers to the following questions:

a. WORKFORCE CAPABILITY AND CAPACITY

- (1) How do you assess your WORKFORCE CAPABILITY and CAPACITY needs, including skills, competencies, and staffing levels?
- (2) How do you recruit, hire, place, and retain new employees? How do you ensure that your WORKFORCE represents the diverse ideas, cultures, and thinking of your hiring community?
- (3) How do you manage and organize your WORKFORCE to accomplish the work of your organization, capitalize on the organization's CORE COMPETENCIES, reinforce a CUSTOMER and business focus, exceed PERFORMANCE expectations, address your STRATEGIC CHALLENGES and ACTION PLANS, and achieve the agility to address changing business needs?
- (4) How do you prepare your WORKFORCE for changing CAPABILITY and CAPACITY needs? How do you manage your WORKFORCE, its needs, and your needs to ensure continuity, to prevent WORKFORCE reductions, and to minimize the impact of WORKFORCE reductions, and to minimize the impact of WORKFORCE reductions, if they do become necessary?

b. WORKFORCE Climate

- (1) How do you ensure and improve workplace health, safety, and security? What are your PERFORMANCE MEASURES and improvement GOALS for each of these workplace factors? What are any significant differences in these factors and PERFORMANCE MEASURES or targets for different workplace environments?
- (2) How do you support your WORKFORCE via policies, services, and benefits? How are these tailored to the needs of a diverse WORKFORCE and different WORKFORCE groups and SEGMENTS?



# VI AWARD CRITERIA IN DETAIL

## 6.0 Process Management (85 pts.)

The **PROCESS Management** Category examines HOW your organization determines its CORE COMPETENCIES and WORK SYSTEMS and HOW it designs, manages, and improves its KEY PROCESSES for implementing those WORK SYSTEMS to deliver CUSTOMER VALUE and achieve organizational success and SUSTAINABILITY. Also examined is your readiness for emergencies.

6.1	Work Systems Design: How do you design your work systems? (35 pts.)	Process
<p>Describe HOW your organization determines its CORE COMPETENCIES and designs its WORK SYSTEMS and KEY PROCESSES to deliver CUSTOMER VALUE, prepare for potential emergencies, and achieve organizational success and SUSTAINABILITY.</p>		
<p>Within your response, include answers to the following questions:</p>		
<p>a. CORE COMPETENCIES</p>		
<p>(1) HOW does your organization determine its CORE COMPETENCIES? What are your organization's CORE COMPETENCIES and how do they relate to your MISSION, competitive environment, and ACTION PLANS?</p>		
<p>(2) HOW do you design and innovate your overall WORK SYSTEMS? How do you decide which PROCESSES within your overall WORK SYSTEMS will be internal to your organization (your KEY work PROCESSES) and which will use external resources?</p>		
<p>b. Work PROCESS Design</p>		
<p>(1) What are your organization's KEY work PROCESSES? How do these KEY work PROCESSES relate to your CORE COMPETENCIES? How do these PROCESSES contribute to delivering CUSTOMER VALUE, profitability, organizational success, and SUSTAINABILITY?</p>		
<p>(2) HOW do you determine KEY work PROCESS requirements, incorporating input from CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS, as appropriate? What are the KEY requirements for these PROCESS?</p>		
<p>(3) HOW do you design and innovate your work PROCESSES to meet all the KEY requirements? How do you incorporate new technology, organizational knowledge, and the potential need for agility into the design of these PROCESSES? How do you incorporate CYCLE TIME, PRODUCTIVITY, cost control, and other efficiency and EFFECTIVENESS factors into the design of these PROCESSES?</p>		
<p>c. Emergency Readiness</p>		
<p>HOW do you ensure WORK SYSTEM and workplace preparedness for disasters or emergencies? How does your disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?</p>		





## VI AWARD CRITERIA IN DETAIL

**6.2 Work Process Management and Improvement: How do you manage and improve your key organizational work process? (50 pts)**

**Process**

Describe HOW your organization implements, manages, and improves its KEY work PROCESSES to deliver CUSTOMER VALUE and achieve organizational success and SUSTAINABILITY.

Within your response, include answers to the following questions:

a. Work PROCESS Management

- (1) HOW do you implement your work PROCESSES to ensure that they meet design requirements? How does your subsequent day-to-day operation of these PROCESSES ensure that they meet KEY PROCESS requirements? How is CUSTOMER, supplier, PARTNER, and COLLABORATOR input used in managing these PROCESSES, as appropriate? What are your KEY PERFORMANCE MEASURES or INDICATORS and in-process MEASURES used for the control and improvement of your work PROCESSES?
- (2) How do you minimize overall costs associated with inspections, tests, and PROCESS or PERFORMANCE audits, as appropriate? How do you prevent defects, service errors, and rework and minimize warranty costs or CUSTOMERS' PRODUCTIVITY losses, as appropriate?

b. Work PROCESS improvement

HOW do you improve your work PROCESSES to achieve better PERFORMANCE, to reduce variability, to improve products and services, and to keep the PROCESSES current with business needs and directions? How are improvements and lessons learned shared with other organizational units and PROCESSES to drive organizational LEARNING and INNOVATION?



# VI AWARD CRITERIA IN DETAIL

## 7.0 Results (450 pts.)

The **RESULTS** Category examines your organization's PERFORMANCE and improvement in all KEY areas — product and service outcomes, CUSTOMER-focused outcomes, financial and market OUTCOMES, WORKFORCE-focused outcomes, PROCESS-EFFECTIVENESS outcomes, and leadership outcomes. PERFORMANCE LEVELS are examined relative to those of competitors and other organisations providing similar products and services.

7.1 Product and Service Outcomes: What are your product and service performance results? (100 pts.)	Results
<p>Summarize your organization's KEY product and service PERFORMANCE RESULTS. SEGMENT your RESULTS by product and service types and groups, CUSTOMER groups, and market SEGMENTS, as appropriate. Include appropriate comparative data.</p> <p>Provide data and information to answer the following questions:</p> <p>a. Product and Service RESULTS What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of product and service PERFORMANCE that are important to your CUSTOMERS? HOW do these RESULTS compare with the PERFORMANCE of your competitors and other organizations providing similar products and services?</p>	

7.2 Customer-Focused Outcomes: What are your customer-focused performance results? (70 pts.)	Results
<p>Summarize your organization's KEY CUSTOMER-focused RESULTS for CUSTOMER satisfaction and CUSTOMER-perceived VALUE, including CUSTOMER loyalty. SEGMENT your RESULTS by product and service types or groups, CUSTOMER groups, and market SEGMENTS, as appropriate. Include appropriate comparative data.</p> <p>Provide data and information to answer the following questions:</p> <p>a. CUSTOMER-Focused RESULTS</p> <p>(1) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of CUSTOMER satisfaction and dissatisfaction? How do these RESULTS compare with the CUSTOMER satisfaction LEVELS of your competitors and other organizations providing similar products and services?</p> <p>(2) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of CUSTOMER-perceived VALUE, including CUSTOMER loyalty and retention, positive referral, and other aspects of building relationships with CUSTOMERS, as appropriate?</p>	



## VI AWARD CRITERIA IN DETAIL

### 7.3 Financial and Market Outcomes: What are your financial and marketplace performance results? (70 pts.)

Results

Summarize your organization's KEY financial and marketplace PERFORMANCE RESULTS by CUSTOMER or market SEGMENTS, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

- a. Financial and Market RESULTS
  - (1) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of financial PERFORMANCE, including aggregate MEASURES of financial return, financial viability, or budgetary MEASURES, as appropriate?
  - (2) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of marketplace PERFORMANCE, including market share or position, market and market share growth, and new markets entered, as appropriate?

### 7.4 Workforce-Focused Outcomes: What are your workforce-focused performance results? (70 pts.)

Results

Summarize your organization's KEY WORKFORCE-focused RESULTS for WORKFORCE ENGAGEMENT and for your WORKFORCE environment. SEGMENT your RESULTS to address the DIVERSITY of your WORKFORCE and to address your WORKFORCE groups and SEGMENTS, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

- a. WORKFORCE RESULTS
  - (1) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of WORKFORCE ENGAGEMENT, WORKFORCE satisfaction, and the development of your WORKFORCE, including leaders?
  - (2) What are your current LEVELS and TRENDS in KEY MEASURES of WORKFORCE CAPABILITY and CAPACITY, including staffing levels, retention, and appropriate skills?
  - (3) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of your WORKFORCE climate, including workplace health, safety, and security and WORKFORCE services and benefits, as appropriate?



## VI AWARD CRITERIA IN DETAIL

### 7.5 Process Effectiveness Outcomes: What are your process effectiveness results? (70 pts.)

Results

Summarize your organization's KEY operational PERFORMANCE RESULTS that contribute to the improvement of organizational EFFECTIVENESS, including your organization's readiness for emergencies. SEGMENT your RESULTS by product and service types and groups, by PROCESSES and location, and by market SEGMENTS, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

a. PROCESS EFFECTIVENESS RESULTS

- (1) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of your WORK SYSTEMS, including WORK SYSTEM and workplace preparedness for disasters or emergencies?
- (2) What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of your KEY work PROCESSES, including PRODUCTIVITY, CYCLE TIME, and other appropriate MEASURES OF PROCESS EFFECTIVENESS, efficiency, and INNOVATION?

### 7.6 Leadership Outcomes: What are your leadership results? (70 pts.)

Results

Summarize your organization's KEY GOVERNANCE and SENIOR LEADERSHIP, including evidence of ETHICAL BEHAVIOR, fiscal accountability, legal compliance, and organizational citizenship. SEGMENT your RESULTS by organizational units, as appropriate. Include appropriate comparative data.

Provide data and information to answer the following questions:

a. Leadership and Social Responsibility RESULTS

- (1) What are your RESULTS for KEY MEASURES or INDICATORS of accomplishment of your organizational strategy and ACTION PLANS?
- (2) What are your RESULTS for KEY MEASURES or INDICATORS of ETHICAL BEHAVIOR and of STAKEHOLDER trust in the SENIOR LEADERS and GOVERNANCE of your organization? What are your RESULTS for KEY MEASURES or INDICATORS of breaches of ETHICAL BEHAVIOR?
- (3) What are your KEY current findings and TRENDS in KEY MEASURES or INDICATORS of fiscal accountability, both internal and external, as appropriate?
- (4) What are your RESULTS for KEY MEASURES or INDICATORS of regulatory and legal compliance?
- (5) What are your RESULTS for KEY MEASURES or INDICATORS of organizational citizenship in support of your KEY communities?



# VI AWARD CRITERIA IN DETAIL

## 5. SCORING GUIDELINES

Items in Criteria Categories 1-6 are designated as "Process" Items, while Criteria Category 7 as "Result" Items. They are evaluated on four factors: Approach, Deployment, Learning and Integration (A-D-L-I), with scoring based on a holistic view, not a checklist, of the organization's achievement level across all four factors.

### FOR USE WITH CATEGORIES 1-6

SCORE	Process
0% or 5%	<ul style="list-style-type: none"> <li>No SYSTEMATIC APPROACH to Item requirements is evident; information is ANECDOTAL. (A)</li> <li>Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D)</li> <li>An improvement orientation is not evident; improvement is achieved through reacting to problems. (L)</li> <li>No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the Item is evident. (A)</li> <li>The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the Item. (D)</li> <li>Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L)</li> <li>The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)</li> </ul>
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the Item, is evident. (A)</li> <li>The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D)</li> <li>The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L)</li> <li>The APPROACH is in early stages of ALIGNMENT with your basic organizational needs identified in response to the other Criteria Categories. (I)</li> </ul>
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the Item, is evident. (A)</li> <li>The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D)</li> <li>A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L)</li> <li>The APPROACH is ALIGNED with your organizational needs identified in response to the Organizational Profile and other Process Items. (I)</li> </ul>



## VI AWARD CRITERIA IN DETAIL

SCORE	RESULTS
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"><li>• An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of the Item, is evident. (A)</li><li>• The APPROACH is well DEPLOYED, with no significant gaps. (D)</li><li>• Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING are KEY management tools; there is clear evidence of refinement and INNOVATION as a result of organizational-level ANALYSIS and sharing. (L)</li><li>• The APPROACH is INTEGRATED with your organizational needs identified in response to the Organizational Profile and other Process Items. (I)</li></ul>
90%, 95% or 100%	<ul style="list-style-type: none"><li>• An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the Item, is evident. (A)</li><li>• The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D)</li><li>• Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING are KEY organizational-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L)</li><li>• The APPROACH is well INTEGRATED with your organizational needs identified in response to the Organizational Profile and other Process Items. (I)</li></ul>



# VI AWARD CRITERIA IN DETAIL

## FOR USE WITH CATEGORY 7

SCORE	RESULTS
0% or 5%	<ul style="list-style-type: none"> <li>• There are no organizational PERFORMANCE RESULTS or poor RESULTS in areas reported.</li> <li>• TREND data either are not reported or show mainly adverse TRENDS.</li> <li>• Comparative information is not reported.</li> <li>• RESULTS are not reported for any areas of importance to your organization's KEY MISSION or business requirements.</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>• A few organizational PERFORMANCE RESULTS are reported; there are some improvements and/or early good PERFORMANCE LEVELS in a few areas.</li> <li>• Little or no TREND data are reported, or many of the TRENDS shown are adverse.</li> <li>• Little or no comparative information is reported.</li> <li>• RESULTS are reported for a few areas of importance to your organization's KEY MISSION or business requirements.</li> </ul>
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>• improvements and/or good PERFORMANCE LEVELS are reported in many areas addressed in the Item requirements.</li> <li>• Early stages of developing TRENDS are evident.</li> <li>• Early stages of obtaining comparative information are evident.</li> <li>• RESULTS are reported for many areas of importance to your organization's KEY MISSION or business requirements.</li> </ul>
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> <li>• Improvement TRENDS and/or good PERFORMANCE LEVELS are reported for most areas addressed in the Item requirements.</li> <li>• No pattern of adverse TRENDS and no poor PERFORMANCE LEVELS are evident in areas of importance to your organization's KEY MISSION or business requirements.</li> <li>• Some TRENDS and/or current PERFORMANCE LEVELS - evaluated against relevant comparisons and/or BENCHMARKS - show areas of good to very good relative PERFORMANCE.</li> <li>• Organizational PERFORMANCE RESULTS address most KEY CUSTOMER, market, and PROCESS requirements.</li> </ul>
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> <li>• Current PERFORMANCE LEVELS are good to excellent in most areas of importance to the Item requirements.</li> <li>• Most improvement TRENDS and/or current PERFORMANCE LEVELS have been sustained over time.</li> <li>• Many to most reported TRENDS and/or current PERFORMANCE LEVELS - evaluated against relevant comparisons and/or BENCHMARKS - show areas of leadership and very good relative PERFORMANCE.</li> <li>• Organizational PERFORMANCE RESULTS address most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements.</li> </ul>
90%, 95% or 100%	<ul style="list-style-type: none"> <li>• Current PERFORMANCE LEVELS are excellent in most areas of importance to the Item requirements.</li> <li>• Excellent improvement TRENDS and/or consistently excellent PERFORMANCE LEVELS are reported in most areas.</li> <li>• Evidence of industry and BENCHMARK leadership is demonstrated in many areas.</li> <li>• Organizational PERFORMANCE RESULTS fully address KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements.</li> </ul>



## VII AWARD SPONSORS & SUPPORTING UNIT



ATV was established on 29 May 1957. ATV was the first television station in Hong Kong and the first Chinese television station in the world.

Each year, ATV produces more than 3,000 hours of programming - mainly news, factual, infotainment, drama and variety shows. With innovation and originality as its benchmark, ATV drama and factual programmes - heartily embraced by local and overseas viewers - have been distributed to broadcasters and viewed by nearly 100 million audience in Europe, Asia, America, Australia, and more than 30 nations and regions around the world.

The programmes produced by ATV are well-recognised by the audience and the industry and have won a number of awards and prizes in several events held worldwide including New York International Movies and Television Festival, Chicago International Television Festival, PROMAX and Asian Television Awards, etc.

To cope with the future development and digital broadcasting in the coming 2008, the company is relocated to a new building complex in Tai Po Industrial Estate. The new complex has production studios and post-production centre which are fully digitized to enhance services to public. Intends to attract a younger audience, particularly 14-35 year-olds, the company will invest more than HK\$100 million on self-produced programmes.

ATV will create new programmes contents by combining the elements of three aspects, namely, Hong Kong, Great China and International, and equipped itself to become the most influential television station in the Pearl Delta and the most potential media with international first class standard.



COSCO (H.K.) Shipping Co., Limited (Hereinafter CHS) is one of the core enterprises of COSCO Hong Kong Group Limited, specializing in dry bulk transportation.

In 1994, CHS was formed through a business merge of two time honored shipping companies—Ocean Tramping Inc (1957) and Yick Fung Shipping Co (1960). In 2003, CHS consolidated with the COSCO (Shenzhen) Shipping and established the headquarters and operation centre in Hong Kong and the corporate management centre in Shenzhen.

CHS is the largest dry bulk shipping company in Hong Kong and one of the largest dry bulk shipping companies in the world. It owns and operates nearly 140 vessels, including three major oceans going fleets, which are Handysize, Panamax and Capesize fleet respectively and one coastal fleet, second largest of its kind in China, aggregating to approximately 10 million deadweight tons with annual carrying volume about 70 million tons or over 400 billion in ton-miles. CHS has been awarded the title of “The Company with the Most GRT on the Hong Kong Shipping Register” for seven consecutive years.

CHS is a member of International Association of Dry Cargo Shipowners (INTERCARGO), Baltic and International Maritime Council (BIMCO) and Hong Kong Shipowners Association (HKSOA).

In 1996, CHS passed the verifications, conducted by both ABS and CCS and acquired Documents of Compliance of ISO9000/ISM Code, becoming the first shipping company in Hong Kong to obtain both certificates. In 2003, CHS brought ISO14000 into effect and thus established a comprehensive quality, safety and environmental management system.

In 2001, CHS became the overall winner of the HKMA Quality Award, being the first enterprise to have won the award among the Hong Kong Mainland enterprises and in Hong Kong Shipping industry as well.

Up to now, 38 vessels of our fleet were awarded the certificates of “Quality Ships of 21st century” by the US Coastal Guards; the vessels have become pacesetters for China’s merchant fleet to forge “Quality Ships of 21st century”.

All the 11 vessels that comply with the ship age requirement, were awarded the title as “Safe and Trustworthy Ship” by China Marine Bureau.

CHS has been successively conferred honorable titles on many occasions by the government departments concerned.

CHS aims to provide customers with safe, expeditious and quality services. We have built up mutually beneficial co-operation relationships with over 40 core customers in long term basis and have been regarded as “the most reliable dry bulk shipping business partner” by our customers and is very reputable in the international shipping market.





## VII AWARD SPONSORS & SUPPORTING UNIT

### EUROSUISSE

Euro Suisse International Ltd is the Hong Kong based headquarters of the Binatone Industries Group. The Group's history dates back to 1958 when it started sourcing high quality electrical and electronics products from the Far East. Today, the group is one of Hong Kong's leading suppliers of electrical and telecom products to the emerging markets and United Kingdom through its own offices and distributor partnerships.

The group has always focused on product and service quality and all the electrical products in its range carry a one or two year guarantee. Euro Suisse's core competency is design, development and overseeing the manufacture of innovative products which meet consumer needs. Euro Suisse also offers a range of tailored ODM/OEM services to retail chains and international brand names such as design and engineering, factory audit and sourcing, supply chain management and quality control / inspection.

Euro Suisse's Binatone and Magic Box brands are market leaders in many of the countries where the Group's small domestic appliances, consumer electronics, telecom and beauty products are distributed. The Group is looking to acquire European brands as platforms for its next expansion phase.

#### THE DOCUMENT COMPANY

### FUJI XEROX

Fuji Xerox (Hong Kong) Limited is a leading provider and systems integrator of knowledge and document management solutions in Hong Kong. Established in 1964, and formerly known as Rank Xerox (Hong Kong) Ltd., Fuji Xerox Hong Kong became part of Fuji Xerox Co. Ltd. in December 2000. We now have more than 600 employees.

The company markets and services a full range of digital multifunctional devices, document management software, office supplies, laser printers from 15 to 460 ppm and enterprise digital printing and publishing systems.

Fuji Xerox has a total commitment to quality and won the first Hong Kong Management Association Quality Award in 1991. At the 2003 Hong Kong Quality Circle Awards – organised by the Hong Kong Quality Management Association – we won the Gold Award in the Service Sector Category. And in 2005, Fuji Xerox Hong Kong was one of the five winners of the first Six Sigma Award, which was co-organised by the Hong Kong Quality Management Association and the Hong Kong Productivity Council.

This quality management excellence is reflected elsewhere in the world in the achievements of Fuji Xerox Hong Kong's parent companies. In 1980, Fuji Xerox received Japan's prestigious Deming Prize in recognition of its excellence in quality control, and the Xerox Corporation has been a two-time winner in the United States – in 1989 and 1997 – of the Malcolm Baldrige National Quality Award.

Fuji Xerox Hong Kong also has a strong commitment to environmental conservation. We have acquired ISO 14001 Certification for environmental management standards since December 2003 and plan to pass the FSC Chain-of-Custody Certification in early 2008.



## VII AWARD SPONSORS & SUPPORTING UNIT



### Glorious Sun Enterprises Ltd

Glorious Sun Enterprises Ltd (GS) is a Hong Kong listed Company with its core business in casual wear manufacturing, trading and retailing. With operations in Hong Kong, Mainland China, Australia, United States, Canada, Middle East, Thailand, and Vietnam, GS employs over 30,000 employees worldwide, runs a distribution network with over 2,000 retail outlets under the brand name “JEANSWEST”.

The growth of GS from a small factory to a conglomerate in the past thirty years is very much enhanced by its wide spread philosophy of seeking “Continuous Improvement” within the company. The company’s commitment to Total Quality Management has won the “1999 HKMA Quality Award” which brings GS closer to its corporate vision of being a market leader in its own trade.



Guoco Group Limited (“Guoco”) (Stock Code: 53), listed on The Stock Exchange of Hong Kong Limited, is an investment holding and investment management company with the vision of achieving long term sustainable returns for its shareholders and creating prime capital value.

Guoco’s operating subsidiary companies and investment activities are principally located in Hong Kong, China, Singapore, Malaysia, Vietnam and the United Kingdom. Guoco has four core businesses, namely, Proprietary Asset Management; Property Development and Investment; Hospitality and Leisure Business; and Financial Services.



Founded in 1862, The Hong Kong and China Gas Company Limited (Towngas) was the first public utility in Hong Kong. Currently, with more than 3,000 km of pipeline network and an 85% economic reach, the Company supplies town gas to over 1.6 million customers in the territory.

Our core business comprises production and distribution of gas, marketing of gas and appliances, and comprehensive after-sales services. In recent years, Towngas has diversified into various green businesses including LPG filling stations and utilization of landfill gas.

In the past ten years, we have actively developed city piped gas business in mainland China. Towngas now has 60 piped city-gas projects in mainland cities across Guangdong, Eastern China, Shandong, Central China, Northern China, Northeastern China and other provinces.



## VII AWARD SPONSORS & SUPPORTING UNIT



First published on 26 January 1988, Hong Kong Economic Times strives to be knowledge based in contents whilst keeping abreast with the times. It is the number one financial daily in Hong Kong in terms of audited circulation and display advertisement revenue. Its mission is to provide businessmen, executives, investors and professionals with updated and relevant news, market information as well as analysis and thereby help enhance Hong Kong's competitiveness in the fast changing world economy.

Over the past years, Hong Kong Economic Times has attained high recognition among both advertisers and readers. According to Nielsen Media Research AdEx data, Hong Kong Economic Times has continued to rank top 3 in display advertisement revenue among local newspapers and is the top financial newspaper in 2006. The newspaper has also maintained steady growth in average daily audited circulation (according to Hong Kong Audit Bureau of Circulations) with 90,570 copies recorded in the first half of 2007.

As an all-round media group, Hong Kong Economic Times Holdings Limited has diversified its businesses to publishing and multimedia; financial news agency; information and solutions; and recruitment advertising and training, providing high quality information and services to the community at large.



香港賽馬會  
The Hong Kong Jockey Club

The Hong Kong Jockey Club is one of the largest racing organisations in the world. The Club is Hong Kong's only authorised operator of horse racing as well as regulated football betting, and also operates the Mark Six lottery. The Club's mission is "Racing for Charity", realised through a unique, not-for-profit business model whereby its surpluses go to charitable and community projects. Its average donations of over one billion Hong Kong dollars every year make the Club one of the largest charity donors in the world. The Club's vision is to be a world leader in the provision of horse racing, sporting and betting entertainment, and Hong Kong's premier charity and community benefactor.



HONG KONG L.P. GAS (HOLDINGS) LTD.  
香港液體氣(集團)有限公司

Hong Kong L. P. Gas (Holdings) Ltd. was established in 1962 and has a respectable history of industry commitment and leadership, as well as long-standing relationships with its business counterparts in diverse disciplines. Our major business horizon covers central L. P. gas supply system and air-conditioning system products, and premium quality operation and maintenance services for the government, institutional clients and the private sector.

Over the past 40 years, Hong Kong L. P. Gas (Holdings) Ltd. has striven to combine excellence and professionalism through linkage with inter-governmental and industry groups, and has evolved with Hong Kong to become a prestigious establishment working with a commitment to continuous improvement.

We are pledged to build on our strengths to meet and fulfil all the expectations from our customers and business associates. "Customer Satisfaction" is always the goal of our Group and of all its subsidiaries.



## VII AWARD SPONSORS & SUPPORTING UNIT



A professional communications consultancy since 1980, Ketchum Greater China operates six offices in Greater China including Hong Kong, Beijing, Shanghai, Guangzhou, Chengdu and Taipei, as well as a network of affiliates throughout the Asia Pacific region. With a blue chip client roster in four key practice areas including Corporate/Technology, Financial Communications, Brand Marketing, Food and Nutrition, the agency represents news-making companies, offering them an extensive breadth and depth of knowledge and expertise. Its program innovation and execution excellence have consistently gained industry recognition, including top awards presented by leading PR industry magazine PRWeek and China International Public Relations Association. Ketchum Greater China is a member of Ketchum, one of the top-ten global public relations firms. Additional information on Ketchum and its award-winning work can be found at [www.ketchum.com](http://www.ketchum.com).



The Kowloon Motor Bus Co. (1933) Ltd. (KMB) is Hong Kong's largest public bus company and has the leading market share in the competitive local public transport industry. KMB operates a fleet of more than 4,000 buses, mostly double-deck, serving 2.8 million local customers and visitors daily on some 400 bus routes that span the New Territories, Kowloon and, via the cross-harbour tunnels, Hong Kong Island.

KMB takes pride in its achievement in 1999 of becoming the first public bus company and the fourth corporation in Hong Kong to attain corporation-wide ISO 9001 certification. Furthermore, KMB's major bus depots have attained the coveted ISO 14001 certification for environmental management systems.

KMB's success in winning various prestigious awards, such as the 2001 Hong Kong Award for Services: Productivity Grand Award, the 2003 Hong Kong Awards for Industry: Environmental Performance Award, the Best Practice Awards 2005 - Simplicity, the 2006 Gold World Awards for Excellence in Public Relations, Asia Pacific Region Contact Centre World Awards 2007: Best Contact Centre Gold Award & Best Technology Innovation Gold Award, and in being named 2001 Overall Winner of the Hong Kong Management Association Quality Award testifies to the company's total commitment to quality. Combined with the company's mission to provide safe, reliable, friendly and value for money bus services, quality management principles will continue to drive KMB forward everyday.



## VII AWARD SPONSORS & SUPPORTING UNIT



Founded in 1978, *Synergis Management Services Limited* is the leading provider of comprehensive property and facility management services in Hong Kong and the Mainland of China. Synergis is the first and only property and facility management company listed on the Main Board of the Stock Exchange in Hong Kong (Stock Code: 2340). Synergis has about 4,600 employees, providing property and facility management services to over 265 sites, comprising more than 130,000 residential units and approximately 2 million square meters of gross floor area of office, commercial, industrial and special use space such as educational institutions, logistics terminals and health care facilities. Synergis' clients range from governmental bodies, property developers, incorporated owners to multinational and other large corporations in Hong Kong and the Mainland of China. Leveraging its experience and successes in Hong Kong, Synergis has been actively expanding into the Chinese Mainland markets and has established footholds in Beijing, Shanghai and Shenzhen.

With a strong commitment to quality and service excellence, Synergis was the first property and facility management company to implement Total Quality Management ("TQM"). In recognition of its ongoing commitment to the pursuit of quality over the years, Synergis has won numerous awards on quality, customer service, industrial practice and human resource management. Some representative awards include: The Best Brand Enterprise Award and Corporate Strategy Excellence (Hong Kong Productivity Council); Excellence Class Certificate of Business Performance Index (BPI) 2005 (Hong Kong Quality Assurance Agency); Top Service Award 2004 (Next Media); Overall Winner of the first FAME Award 2003 (Hong Kong Institute of Facility Management); Quality Award - Overall Winner 2001 (Hong Kong Management Association) and the Q-Mark Certificate 2004 (Hong Kong Q-Mark Council). Given our dedication to training and our ability to attract, retain and motivate employees at all levels to providing quality service, Synergis was recognized as the Best Employer in Hong Kong and one of the Best Employers in Asia in 2003.

"Synergis" embodies our promise to our stakeholders – that we will shape the future of our industry and create value by providing innovative and practical customized solutions that enrich quality of life, improve cost and operational effectiveness, provide peace of mind and contribute to sustainable growth.



## VII AWARD SPONSORS & SUPPORTING UNIT

### SUPPORTING UNIT OF THE SPECIAL AWARD FOR SMEs



The Business Enterprise Management Centre (BEMC) conducts various activities in Chinese to promote better management among Hong Kong companies, especially for smaller businesses. In addition to an annual dinner, it organizes conferences, seminars and co-ordinates the Chinese educational activities of the Association. It is a committee under the auspices of the Association.

#### General Committee of BEMC includes:

##### Chairman

Dr Michael Chan, Chairman of Café de Coral Holdings Ltd

##### Deputy Chairmen

- Mr Benjamin Fok, Director of Yau Wing Co Ltd
- Mr Thomas Lee, Chairman of Tom Lee Music Co Ltd

##### Members

- Mr Cheang Yoon Hoong, Managing Director of Morning Star Resources Ltd
- Mrs Augusta Cheung, Managing Director of Louie Industrial Co Ltd
- Mr Chong Shing Hum, Director General Manager of Wah Gar (Holdings) Co Ltd
- Mr Vincent Chow BBS MBE JP, Group General Manager of Chow Sang Sang Holdings International Ltd
- Dr Roy Chung JP, Vice Chairman and Executive Director of Techtronic Industries Co Ltd
- Mr W P Chung, Chief Executive Officer of Tao Heung Holdings Ltd
- Mr Edwin Lee, Chief Executive Officer of Hong Kong Business Intermediary Co Ltd
- Mr Alexander Li, Executive Director of Tai Cheong Bakery Co Ltd
- Mr S C Lim, Managing Director of Samtah Co Ltd
- Mr Paul Ng, Executive Director of HSBC Insurance Brokers (Asia-Pacific) Ltd
- Dr T L Ng BBS MBE JP, Chairman & CEO of Talent Solutions Incorporation
- Ms Alice Wong, Managing Director of Eu Yan Sang (Hong Kong) Ltd
- Mr Henry Yim, General Manager of Amoy Food Ltd
- Mr Paul Young JP, Managing Director of Yuen Hing Hong & Co Ltd



## IX THE TROPHY

### THE TROPHY

#### A SYMBOL OF PRESTIGE AND EXCELLENCE

The Quality Award Trophy stands as a symbol of prestige and excellence as signified by its 999.9 gold logo. The Q-shaped piece at the top denotes quality, which is what the award recognizes. It stands on a rectangular base which symbolizes a solid management foundation. Black marble has been chosen for the trophy because of its weight and texture, and to indicate the importance of Total Quality Management. The Gold Award Winner will receive this specially crafted trophy at the award presentation ceremony in July 2008.

