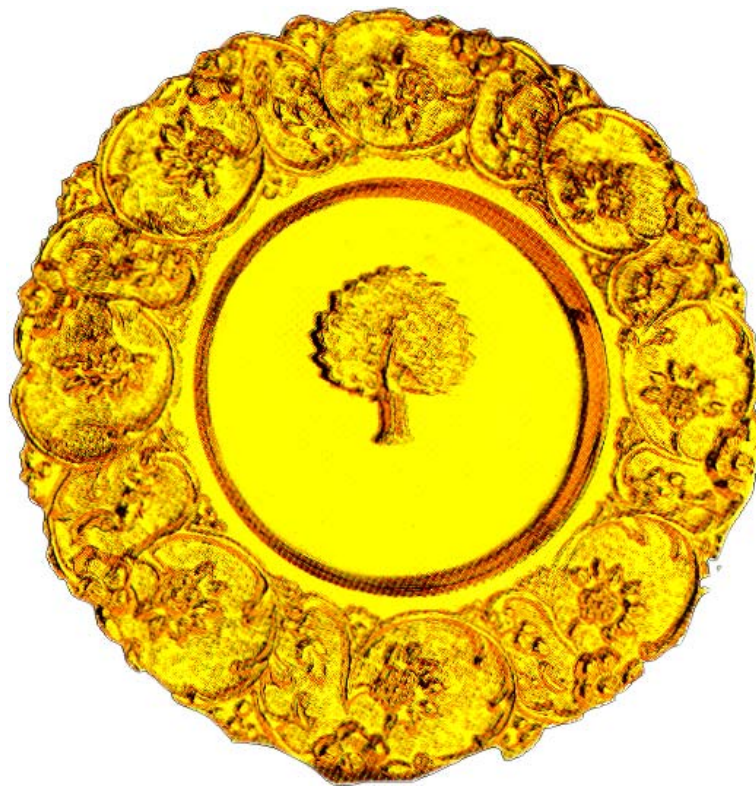


Golden Peacock National Quality Award (GPNQA - 2009)



Guidelines & Application Form

www.goldenpeacockawards.com

SUBJECT **PAGE NO.**

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Golden Peacock National Quality Award

General

PART - 1

Invitation

The Golden Peacock Awards Secretariate (GPAS) has great pleasure in inviting applications for **The Golden Peacock National Quality Award**. The National Quality Award Scheme was instituted by the Institute of Directors in February 1991 to encourage Total Quality improvements in both manufacturing as well as service organisations in India including :

- * Public and private undertakings
- * All sectors of industry, service and commerce
- * Government and Semi-Government departments
- * Trade and professional associations
- * Educational, Healthcare and Hospitality Research Establishments

The GPNQ Awards are presented to organisations in different sectors adjudged to have made the most significant achievement in the field of Total Quality.

The Golden Peacock National Quality Award stimulates and helps organisations to rapidly accelerate the pace of customer-oriented improvement process. It is a powerful self-assessment process and a way to build an organisations' brand equity on QUALITY. The preparation for the award helps to inspire and align the entire work force and management functions. The knowledge gained by the organisation in describing and self-assessing its operations lead to IMPROVED organisational performance.

The Awards

The Golden Peacock National Quality Award, named after India's national bird the "*Peacock*", is awarded Annually. The award winners may use the Golden Peacock National Quality Award logo on their printed and promotional material for next 3 years. Selected organisations may be awarded a commendation card by the jury. The Golden Peacock National Quality Award will be given separately for manufacturing and service organisations in different sectors under the following categories :

Categories

- **Large Enterprises**
Annual Turnover Rs 300 crores & above
- **Medium and Small Enterprises**
Annual Turnover less than Rs 300 crores
- **Sector**
 - **Manufacturing**
 - **Service**
 - **Government**
 - **Public**
 - **Private**

Special Categories

- Education, Training, Research and development, Testing & Inspection
- Service Sector covering Tourism, Transport, Couriers, Hotels & Hospitality, Healthcare, Telecommunication, Professional consultancies, Financial Institutions.
- Government Organisations, Undertakings & Services.

Industrial Sectors

- Agriculture & Food processing,
Dairy products, Edible oil;
- Automotive;

Service Sectors

- Construction and Building Sector
- Education;

- Bio-technology;
- Chemical;
- Electrical and electronic;
- Energy;
- Engineering;
- Gems, Jewellery and Allied Industry;
- Glass and ceramic;
- Mining and Metallurgical;
- Pharmaceutical;
- Petro-chemical;
- Rubber;
- Steel & metal;
- Textile;
- Telecom;
- Finance; insurance & banking
- Health Care;
- Information Technology;
- Information Technology and BPOs;
- Retail;
- Tourism and hospitality;
- Utilities; and infrastructure;

Eligibility

Manufacturing or Service organizations or parts of organisations (self accounting profit centres) operating in India may participate in the Golden Peacock National Quality Award.

The decisive factor for eligibility is that the operations of the applicant must reasonably correspond to the Award criteria and which can be verified at the time of evaluation.

The operations of the applicant must be carried out independently, meaning that responsibilities, authorities, results, etc. are clearly defined. This must be documented, for example, in the annual report, organisation plan or equivalent.

Rules & Regulations

- * GPAS reserves the right to alter the Award Scheme.
- * GPAS reserves the right to award more than one trophy each year and also to withhold awards if the required standard is not met.
- * GPAS accepts no liability for any loss resulting from the disclosure of information concerning an entry, though all reasonable precautions will be taken to maintain secrecy.
- * GPAS cannot undertake to return documents or supplementary material submitted with an entry.
- * Few selected Award winners may also be invited to make a brief presentation in the ensuing "World Congress on Total Quality" to share their experiences.
- * The decision of the Chairman of the Jury, on the recommendations of the Panel of Judges is final and no appeal or correspondence will be entertained.

Non-Disclosure & Confidentiality

Names of applicants, commentary and scoring information developed during the review of applications are regarded as proprietary by GPAS and are kept confidential. Such information is available only to those individuals directly involved in the assessment and administrative process.

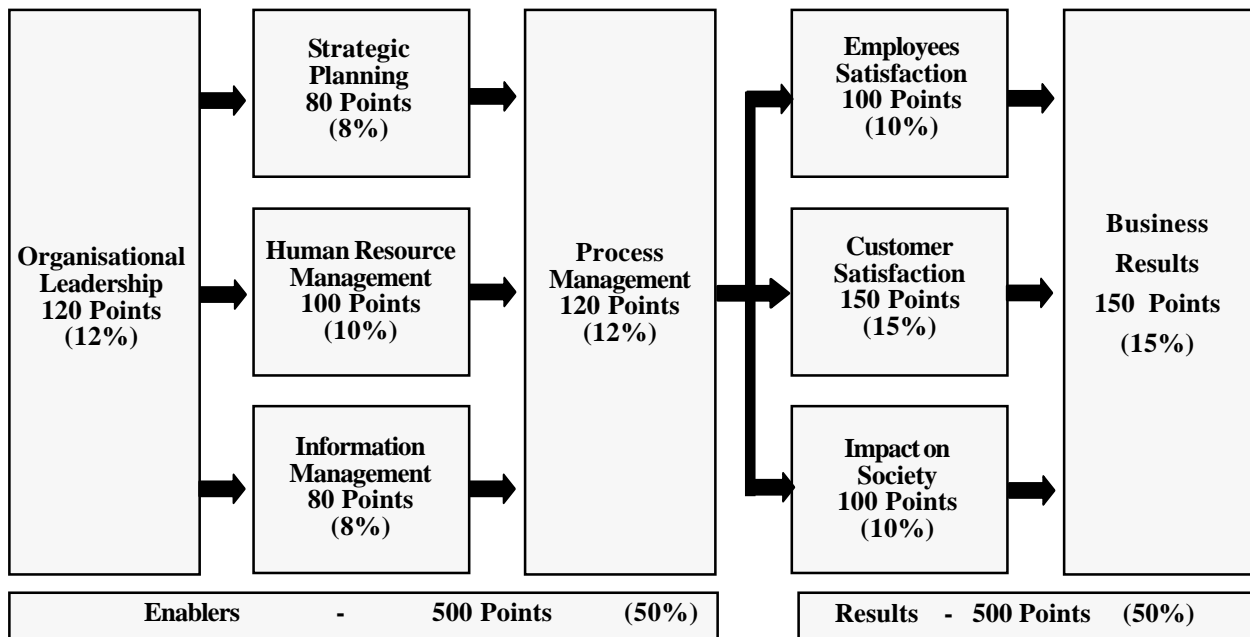
GPAS will take all reasonable action to ensure that applications and information therein are treated in strict confidence. However, in no way can GPAS be held responsible for any loss of confidentiality to a third party. Moreover, GPAS cannot be held liable for any damage (to goods, or persons, financial loss or consequential) incurred through the breach of confidentiality or otherwise by the applicants or any third party.

GPAS reserves the right, prior to or subsequent to the Award Presentation, to publish and made public the salient details of the Quality improvement schemes of the Award Winners, as a step towards sharing of knowledge in the national interest.

How You Are Assessed

Your application will be assessed and scored on a scale from 0 to 1000 points using the GPNQA Model for Total Quality Management.

THE GOLDEN PEACOCK NATIONAL QUALITY AWARD MODEL



Scoring System

Your application will be examined by a team of assessors, all of whom have undergone training to ensure a high level of consistency in scoring.

The scoring and feedback are based on three evaluation dimensions:

(1) Approach; (2) Deployment and (3) Results. Applicants need to furnish information relating to these dimensions. Specific factors for these dimensions are described below. Scoring Guidelines are attached.

Item Classification and Scoring Dimensions

Items are classified according to the kinds of information and/or data applicants are expected to furnish. The two types of the Items and their designations are:

1. Approach/Deployment
2. Results

Approach and Deployment are linked to emphasize that descriptions of Approach should always indicate the Deployment - Consistent with the specific requirements of the item. Although Approach and Deployment dimensions are linked, feedback to the applicant reflects strengths and/or areas for improvement in either or both dimensions.

Results Items call for data showing performance levels and trends. However, the evaluation factor, "breadth" of performance improvements, is concerned with how widespread an applicant's improvement results are. This is directly related to the Deployment dimension. That is, if improvement processes are widely deployed, there should be corresponding results. A score for a Results Item is thus a composite based upon overall performance, taking into account the breadth of improvements.

Assessing the 'enabler' categories

The enabler categories are concerned with how 'Result' are achieved. The assessor scored each part of the enabler criteria on the basis of :

- The degree of excellence of your approach
- The degree of deployment of your approach.
- The degree of robust design of your approach.

Information is required on :

- How the organisation approaches each item under categories 1 to 5. Each item under those categories is covered by a range of parts, for example, 5.1.2(a), 5.1.2(b) and you should provide concise and factual information about each of these parts separately.
- The extent to which the approach has been deployed vertically through all levels of the organisation and horizontally through all areas and activities.

Approach

“Approach” refers to how the applicant addresses the Item requirements - the method(s) used. The factors used to evaluate approaches include:

- appropriateness of the methods to the requirements
- effectiveness of use of the methods. Degree to which the approach:
 - is systematic, integrated, and consistently applied
 - embodies evaluation/improvement/learning cycles
 - is based on reliable data and information
- Alignment with organisational needs.
- evidence of innovation and/or significant and effective adaptation of approaches used in other types of applicants or businesses.

Deployment

“Deployment” refers to the extent to which the applicant’s approach is applied to all requirements of the Item. The factors used to evaluate deployment include:

- use of the approach in addressing all Products/Services.
- use of the approach by all appropriate work units, in all processes and activities.

Assessing the 'Results' categories

The 'Results' categories are concerned with what the organisation has achieved and is achieving Information is required on :-

What the organisation is achieving with respect to each item under categories 6 to 9. Each of these items is covered by range of parts, for example, 6.1.1(a) and 6.1.1.(b) and you should provide concise and factual information about each of these parts separately.

The information provided must include :-

Parameters your organisation uses to measure results and for each parameter trends of data over ideally three years. The trends should highlight :

- your organisation's targets
- your organisation's actual performance
- and wherever possible
 - the performance of competitors
 - the performance of 'best-in-class' organisations
- Indicate the rationale behind selection of these performance measures and how they relate to your organisation's goals.
- Use graphs and charts, wherever possible.

“Importance” as a Scoring Factor

The three evaluation dimensions described above are all critical to evaluation and feedback. However, evaluation and feedback must also consider the importance of improvements in Approach, Deployment, and Results to the applicant's business. The areas of greatest importance should be addressed in the Business Overview. Of particular importance are the key customer requirements and key strategies and action plans.

Relationship between Categories

Assessors will be looking for consistency between the categories of the GPNQA Model. Linkage between 'Strategic Planning', 'Information Management' and "Business Results" are expected.

For example,

If the strategy is to achieve 'global leadership', the organisation should be seeking 'global comparisons', manage benchmark information from such sources, establish performance targets related to those benchmarks and achieve 'Results' against those targets.

Assignment of Scores to Applicants' Responses

Examiners observe the following guidelines in assignment of scores to applicants' responses:-

- All relevant Areas to Address should be included in the Item response. Also, responses should reflect what is important to the applicant's business.
- In assigning a score to an Item, an Examiner first decides which scoring range (e.g. 40% to 60%) best fits the overall Item response. Overall “best fit” does not require total agreement with each of the statements for that scoring range. Actual score within the range depends upon an Examiner's judgement of the closeness of the Item response in relation to the statements in the next higher and next lower scoring range.
- An Approach/Deployment Item score of 50% represents an approach that meets the basic objectives of the Item and that is deployed to the principal activities covered in the Item. Higher scores reflect maturity (cycles of improvement), integration, and broader deployment.
- A 'Results Item' score of 50% represents clear indication of improvement trends and/or good levels of performance in the 'principal results' areas covered in the Item. Higher scores reflect better improvement rates and comparative performance as well as broader coverage.

Scoring Guidelines

- Enabler Categories



Approach	Score	Deployment
<ul style="list-style-type: none"> ■ systematic approach evident 	0%	<ul style="list-style-type: none"> ■ Little or no effective usage
<ul style="list-style-type: none"> ■ beginning of a systematic approach to the primary purposes of the item ■ early stages of a transition from reacting to problems to a general improvement orientation 	10% to 30%	<ul style="list-style-type: none"> ■ major gaps exist in deployment that would inhibit progress in achieving the primary purposes of the item.
<ul style="list-style-type: none"> ■ a sound systematic approach, responsive to the primary purposes of the item ■ a fact-based improvement process in place in key areas; more emphasis is placed on improvement than on reaction to problems 	40% to 60%	<ul style="list-style-type: none"> ■ no major gaps in deployment, though some areas of work units may be in very early stages of deployment
<ul style="list-style-type: none"> ■ a sound, systematic approach, responsive to the overall purposes of the Item ■ a fact-based improvement process is a key management tool; clear evidence of refinement and improved integration as a result of improvement cycles and analysis. 	70% to 90%	<ul style="list-style-type: none"> ■ approach is well-deployed, with no significant gaps; deployment may vary in some areas of work units
<ul style="list-style-type: none"> ■ a sound, systematic approach, fully responsive to all the requirements of the Item ■ a very strong, fact-based improvement process is a key management tool; stronger refinement and integration - backed by excellent analysis. 	90% to 100%	<ul style="list-style-type: none"> ■ approach is fully deployed without any significant weakness or gaps in any areas of work units.

Scoring Guidelines - Result Categories

Results	Score
<ul style="list-style-type: none"> ■ early stages of developing trends, some improvements and/or early good performance levels in a few areas 	0%
<ul style="list-style-type: none"> ■ results not reported for many to most areas of importance to the applicant's key business requirements 	10% to 30%
<ul style="list-style-type: none"> ■ improvement trends and/or good performance levels reported for many to most areas of importance to the applicant's key business requirements 	
<ul style="list-style-type: none"> ■ no pattern of adverse trends and/or poor performance levels in areas of importance to the applicant's key business requirements ■ some trends and or current performance level evaluated against relevant comparisons and/or benchmarks - show areas of strength and/ or good to very good relative performance levels. 	40% to 60%
<ul style="list-style-type: none"> ■ current performance is good to excellent in most areas of importance to the applicant's key business requirements ■ most improvement trends and/or performance levels are sustained ■ many to most trends and/or current performance levels - evaluated against relevant comparisons and/or benchmarks-show areas of leadership and very good relative performance levels. 	70% to 90%
<ul style="list-style-type: none"> ■ current performance is excellent in most areas of importance to the applicant's key business requirements ■ excellent improvement trends and/or sustained excellent performance levels in most areas ■ strong evidence of industry and benchmarks leadership demonstrated in many areas. 	90% to 100 %

Organisational Maturity Stages

It is important for a management team to gain a common understanding of Fundamental Concepts and how the application of all of them can lead to Excellence. As part of developing this shared understanding, and providing catalysts for action, it can be useful for the management team to conduct a simple evaluation, using the chart below, to answer the question, "where are we now in relation to these concepts?"

	FUNDAMENTAL CONCEPT	START UP	ON THE WAY	MATURE
1.	Organisational Leadership	Vision and Mission are defined	Policy, people and Processes are aligned. A leadership 'model' exists.	Shared Values and ethical role models exist at all organisational levels
2.	Strategic Planning	A process exists for planning and review of organisational plans for achieving its mission	Planning and review of organisational plans and resources have been permitted to dept and functional levels.	The organisation and its key policies are co-developed and periodically reviewed on the basis of shared knowledge including bench marking.
3.	Information Management and Innovation	Improvement opportunities are identified and acted on	Continuous improvement is an accepted objective for every individual	Successful innovation and improvement is widespread and integrated
4.	Human Resource Management	People accept ownership and responsibility to solve problems	People are innovative and creative in furthering organisational objectives	People are empowered to act and openly share knowledge and experience
5.	Process Management	Processes to achieve desired results are defined	Comparative data and information is used to set challenging goals	Process capability is fully understood and used to drive performance improvements
6.	Employee Satisfaction	Employee turn-over and absenteeism under check	Effective suggestion scheme, Quality circles and empowerment of employees in place	A culture of Quality, team work and innovation is in place.
7.	Customer Satisfaction	Customer Satisfaction assessed	Goals and targets are linked to customer needs and expectations. Loyalty issues are researched	Business drivers of customer satisfaction needs & loyalty issues are understood, measured and actioned
8.	Impact on Society	Legal and regulatory requirements are understood	There is active involvement in 'society'	Societal expectations are measured and actioned
9.	Business Results	All relevant stakeholders are identified	Stakeholder needs are assessed in a structured manner	Transparent mechanisms exist to balance stakeholder expectations

Core Values

The Golden Peacock National Quality Award is based on 13 core values and concepts that are characteristic of successful organisations. The evaluation of your organisation is based on how and to what extent the core values and concepts permeate your operations and provide the foundation for integrating key business requirements within a results - oriented frame-work.

Customer Driven Quality

The objective of all organisations is to satisfy their customers' stated or implied needs. All employees must consider it their task to satisfy the needs of both their external and internal customers. Customer is the final arbiter who takes into account the issues that influence royalty.

Committed Leadership

In order to create a system that focuses on the customer, personal, active and visible commitment is required from every manager. The leadership must set the direction and define and follow up the goals by creating opportunities for the employees to achieve the same. Leaders develop the organisations culture, and drive the organisation towards excellence.

Participation by Everyone

A prerequisite for a successful organisation is that every employee feels that he/she is trusted by the organisation to perform and develop his or her tasks. Consequently, everyone must be aware of the goals, have the means to attain them and be aware of the results achieved.

Competence Development

Skilled employees are a prerequisite for the success and competitiveness of an organization. Therefore every employee should have the opportunity for improvement and further development in a way that benefits both the individual and the organisation.

Long-Range Perspective

The organisation must focus on long-term development and competitiveness. A sustainable process of improvement leads to improved productivity and effectiveness, a better environment, increased customer satisfaction and long-range profitability.

Social Responsibility

Every organization has a public responsibility that extends beyond laws and regulations. The organization and the employees must see their processes, products and services as part of a much broader totality and actively contribute to improving society and the environment.

Process Orientation

The activities of the organisation should be seen as processes that create value for the customers. Process orientation stimulates an analysis and improvement in the work flow and working of the organization and lays the foundation for customer-oriented operational development. Decisions must be based on reliable facts and figures.

Prevention

It pays to prevent faults from occurring and eliminate risks in processes, goods and services. It is also vital to involve customers and suppliers in this process.

Continuous Improvement

Competitiveness requires continuous improvements and renewal of all aspects of the business. The basis of this is a methodical process of improvement that permeates all level of the organization and an organisational culture that stimulates creative suggestions and new ideas.

Learning From Others

The organisation must acquire knowledge in all areas about what can be achieved. This requires comparisons to be made with those that can be considered to be the best in a certain process, regardless of the trade or sector they happen to belong to.

Faster Response

In all businesses, shorter response times and more rapid reactions to the needs of the customers are decisive. This applies to development, production and delivery of goods and services, as well as to administrative processes.

Partnership

Partnership Development is the key to success in today's business. It is essential that, through co-operation, different skill areas are combined among staff and among customers, suppliers, partners, owners and principals.

Results Focus

The organisations performance measurements need to focus on key results balancing and satisfying the interests of all stake - holders.

APPLICATION & ANNEXURES**Application form -- GPNQA****Annexure 1***(you may photocopy this form or reproduce it on a word processor)*

Name of Applicant Organisation

Address

.....

Name of contact personDesi.....

Telephone (Office).....(Mobile/Residence).....

Facsimile E-mail

Contact Address (if different from above)

.....

Name of Highest Ranking Official

Position

Telephone (Office).....Res.....Mob.....

Facsimile E-mail

1. Location of principal sites

2. Total number of employees

3. Name of Parent Organisation (if applicable).....

Address

.....

Telephone

Facsimile

E-mail:.....

5. Type of organisation (ü)

Large Enterprises (Annual Turnover above 300 crores)

 Manufacturing

Medium & Small Enterprises (Annual Turnover less than 300 crores)

 Service

6. Have you applied for Golden Peacock National Quality Award in the past? - Yes/No

7. Bank Draft/cheque in favour of 'Institute of Directors' payable at New Delhi is enclosed towards application fee

Bank..... Draft No..... Dated..... Amount Rs.....

I agree, on behalf of my organisation, to abide by the rules of The 'Golden Peacock National Quality Award' competition and accept that the decisions of the committee of judges are final. I confirm that my organisation is eligible to take part in this competition and that all information in this application and accompanying application documents are correct.

Date

Signature of Highest Ranking Official

Encl. : 1. Bank Draft

2. Self Appraisal Report (as per annexure 2&3)
in duplicate, alongwith their appendices and enclosures.

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The Business Overview

The Business Overview is an outline of the applicant's business, addressing what is most important to the business, key influences on how the business operates, and where the business is headed. The Business Overview is intended to help Examiners understand what is relevant and important to the applicant's business.

The Business Overview is of critical importance to the applicant because:

- a) It is the most appropriate starting point for writing and reviewing the application, helping to ensure focus on key business issues and consistency in responses, especially in reporting business results; and
- b) It is used by the Examiners and Judges in all stages of application review, including the site visit.

Guidelines for Preparing the Business Overview

1. Basic Description of the Company

The section should provide basic information on:

- a) the nature of the applicant's business: products and services; company size, location(s), and whether it is publicly or privately owned;
- b) the applicant's major markets (local, regional, national, or international) and principal customer types (consumers, other businesses, government, etc.). (Note any special relationships, such as partnerships, with customers or customer groups.);
- c) a profile of the applicant's employee base, including: number, types, educational level, bargaining units, and special safety requirements; and
- d) major equipment, facilities, and technologies used.

If the applicant is a subunit of a larger company, a brief description of the organizational relationship to the 'parent' and percent of employees the subunit represents should be given. Briefly describe also how the applicant's products and services relate to those of the parent and/or other units of the parent company. If the parent company provides key support services, these should be described briefly.

2. Critical Business Information

Some key information, critical to the business, is listed below :-

- a) Attributes of utmost importance to targeted customer
- b) Types and number of suppliers of goods & services
- c) Specific information related to strategic partnership with key suppliers/trade partners
- d) Critical success factors that the organisation has identified as competitive factors
- e) Other information that is important to the organisation, such as, company's new business, new business alliances, development/introduction of new technologies and changes in strategies.

The Criteria - an overview

Annexure - 3

Categories / Items	<u>Point Values</u>
1. Organizational Leadership	120
1.1 Senior Leadership - Commitment & Involvement	50
1.2 Total Quality Culture	40
1.3 Responsibilities towards Society	30
2. Strategic Planning	80
2.1 Strategic Planning Process	20
2.2 Customer & Market focus	20
2.3 Innovation & Growth	20
2.4 Strategy Development	20
3. Information Management	80
3.1 Performance Measures & Data Integration	20
3.2 Selection and use of Comparative Information including Competitive Data	20
3.3 Information Analysis and Use	40
4. Human Resource Management	100
4.1 H.R. Policies and Strategies	25
4.2 Skills and Competency Enhancement	25
4.3 Organisation Design and Self-directed Responsibilities	25
4.4 Reward, Recognition & Encouragement	25
5. Process Management	120
5.1 Process design and management	20
5.2 Development of Products/Services	20
5.3 Development of Process	20
5.4 Delivery of Products/Services, Feedback & Improvement	20
5.5 Handling Complaints & Customer Relationship Management	20
5.6 Supplier Selection and Management	20
6. Employees Satisfaction	100
6.1 Work environment	20
6.2 People Involvement & Commitment	20
6.3 People Satisfaction Determination	20
6.4 People Satisfaction Results	40
7. Customer Satisfaction	150
7.1 Customer Commitment	30
7.2 Customer Complaints	30
7.3 Customer Satisfaction Determination	30
7.4 Customer Satisfaction Results	60
8. Impact on Society	100
8.1 Protection of Environment	50
8.2 Benefits to Society	50
9. Business Results	150
9.1 Market-related Results	50
9.2 Operating Performance-related Results	50
9.3 Financial Results	50

The Criteria - Description

Describe how you address each of the GPNQA Model topic given under 9 categories below:

1.0 Organisational Leadership **120 points**

Describe how senior leaders guide your organisation and review organisational performance.

1.1 Senior Leadership - Commitment & Involvement **50 point**

1.1.1 How Senior Leadership set Direction for the Organisation

- a) How leaders establish vision, Strategic direction, and set goals to exceed Customer expectations.
- b) How leaders champion customer focused activities and continuous improvement.
- c) How leaders review progress and achievements related to established goals.
How such reviews are translated into priorities for improvement and opportunities for innovation.

1.1.2 How Leaders Communicate and Reinforce Values.

- a) How leaders communicate the Vision & Values
- b) How leaders, as role models of a culture of excellence, live the values and lead by example.

1.1.3 How Leaders Demonstrate Personal Commitment.

- a) How leaders learn and teach quality tools.
- b) How leaders focus on vital issues that effect operational effectiveness and operating efficiency
- c) How leaders participate in Improvement activities and demonstrate their personal commitment.

1.2 Total Quality Culture **40 Pts**

1.2.1 How TQ Principles are reflected through Company culture.

- a) How widely systematic problem solving is practiced using QC tools and root-cause analysis.
- b) How problem-prevention is practiced across the organisation, using 'analytical tools' and the principle 'First Time Right'
- c) How 'continuous improvement' is institutionalised.

1.2.2. How Leaders provide an environment for 'Improvement'

- a) How leaders provide an environment that motivates employees to strive for excellence
- b) How leaders encourage fact-based and process-driven planning and execution
- c) How is it ensured that the company is a 'learning organisation'.

1.3 Responsibilities towards Society **30 Pts.**

1.3.1. How Leaders demonstrate their concern for the environment

- a) How the environment is protected through practices that prevent products, services, facilities and operations impacting the surroundings.
- b) How leaders ensure compliance to legal, regulatory and ethical requirements.

1.3.2 How Leaders serve the Local Community

- a) How leaders provide external leadership to uplift the society and local community.
- b) How leaders ensure that the company employees fulfil their responsibilities as citizens of the local community.

- c) How you identify key communities and determine areas of emphasis for organizational involvement and support.

2. Strategic Planning **100 Pts.**

How the organisation implements its mission and vision via a clear stakeholder focussed strategy, supported by relevant policies, plans, objectives targets and processes.

2.1. Strategic Planning Process **20 Pts.**

2.1.1. How do you develop Competitive Strategies.

- a) What is your strategic planning process. Include the key steps and key participants in the process
 - i) Target customers and value proposition
 - ii) Competitive environment; present and emerging
 - iii) Changing Technologies
 - iv) Resource Requirements; Human and Capital
- b) How you establish goals related to Quality and Customer Satisfaction, using comparative benchmarks including competitive performance levels.
- c) How you involve customers, suppliers and other partners in business in your strategic planning process.

2.2 Customer and Market Focus **20 Pts.**

How do you determine your target customers and their needs.

- a) How do you segment the customer groups you want to serve
- b) How do you determine the key attribute they prefer and their relative importance.

2.3 Innovation & Growth **20Pts.**

2.3.1. a) How do you encourage people using innovative ideas

- b) What system do you have to reward innovators.

2.3.2 a) How do people implement new ideas

- b) What system you have to link Innovation with Growth

2.4 Strategy Deployment **20 Pts.**

2.4.1 What are your key strategies and goals and your time table for accomplishing them.

- a) How do they relate to industry leadership
- b) How do they relate to World Class.

2.4.2. How do you manage strategy execution.

- a) How do you translate strategies into action plans i.e. frame work of the key processes.
- b) How do you balance between strategy education and day-to-day operational management.

2.4.3. How do you monitor progress in your strategic journey.

- a) How do you establish milestones in relation to the action plans and review progress.
- b) How do you keep track of changes in the external environment and respond to those changes, primarily in the areas.
 1. Customer Preferences.
 2. Competitive environment.
 3. Technologies.

2.5. Corporate Governance

2.5.1 Overview of Governance Structures

2.5.2 Leadership and role of ethics in the organization

2.5.3 Internal Audit and its effectiveness

2.5.4 Non-Executive directors and their role in the boardroom functioning

2.5.5 Financial reporting, Transparency & audit and the company's Annual Report.

3. Information Management 80 Pts.

Your organisation's performance measurement system and how your organisation analyses performance and information.

3.1 Performance Measures and Data Integration 20 Pts

3.1.1 How have you determined requirements of data

- a) What are the key performance measures that are identified and how collection, collation, and reporting of data support them.
- b) How are the information and data deployed to users who are responsible for the goals and various operational objectives.

3.1.2 How do you ensure usefulness of data.

- a) How does the information and data meet the requirements of users in terms of accessibility, timeliness and accuracy.
- b) How do you evaluate the usefulness of data and improve information Management System.
- c) How do you keep your performance measurement system current with business needs and directions.

3.2 Selection & Use of Comparative Information Including Competitive Data 20 Pts

3.2.1 Collection and integration of comparative information

- a) How do you determine needs of comparative information.
- b) How do you select appropriate sources and benchmark companies for comparative information.
- c) How do you collect reliable information and integrate them into the information system.

3.2.2. How do you use comparative information.

- a) How do you use these information to establish stretch goals and achieve performance break through.
- b) How do you use these information to establish competitive strategies.

3.3. Information Analysis and Use 40 Pts.

3.3.1 Describe how your organisation analysis, performance data, and information to assess and understand overall organisational performance. (Analysis includes trends, projectiveness, comparisons, and cause effect co-relation intended to support erformance

3.3.2 How data is aggregated and analysed.

- a) How and how often do you analyse performance related to :
 - 1) Goals and Milestones set for the strategic initiatives.
 - 2) Customer Satisfaction.
 - 3) Operating Efficiency.
 - 4) Financial.

b) How do you use comparative information for performance analysis.

3.3.3. How do you review performance and initiate corrective actions.

- a) How do you use the performance review findings to initiate organisational planning, corrective actions and improvement projects

- b) How do you communicate the performance levels and areas of concern to all employees and motivate them to take up improvement activities.

4. Human Resource Management

100 Pts.

How the organisation manages, develops and releases the knowledge and full potential of its people at an individual, team-based and organisation wide levels, and plans these activities in order to support its policy and strategy and the effective operation of its processes.

4.1. HR. Policies and Strategies

25 Pts.

4.1.1. How are HR Strategies integrated with Strategic Business Plan.

- a) What are your HR plans to support competitive strategies.
- b) How do you address the organisational effectiveness to establish superiority over competition.

4.1.2. How do you manage HR Strategies to enhance people commitment.

- a) How do you use people-related data, including survey findings to improve HR practices.
- b) How do you build and maintain a work environment and an employee support climate conducive to performance excellence, full participation, and personal and organisational growth.

4.2. Skills & Competency Enhancement

25 Pts.

4.2.1. How your organisation's education and training support the achievement of your business objectives, build employees knowledge, skills and capabilities and contribute to improve employee performance.

4.2.2 How do you identify Training and Developmental needs.

- a) How do you map the skills and competencies available.
- b) How do you establish the gaps and translate it into training needs.

4.2.3. How do you develop skills and competencies.

- a) How do you develop world class skills related to core areas of competence.
- b) How do you develop skills in the areas of understanding and using world class quality tools.

4.3. Organisation Design and Self-Directed Responsibilities

25 Pts.

4.3.1. How are employees at various levels empowered.

- a) How do you enable employees at various levels to carryout day-to-day transactions without hassles.
- b) How do you empower employees to respond to situations affecting customers without necessary approvals and authorisations.

4.3.2. How do you enable employees to take up quality improvement initiatives.

- a) How do you enable individual employees to show initiatives outside routine job responsibilities and work towards quality improvements.
- b) How do you enable employees to work on improvement initiatives jointly between various groups/functions.

4.4. Reward, Recognition and Encouragement.

25 Pts.

4.4.1. How are self initiated improvements recognised.

- a) What is your system for encouragement and recognition for individual suggestions towards improvement.

- b) What is your system for reward and recognition for individual achievements towards customer-oriented quality improvements.

4.4.2. How do you recognise team-oriented initiatives.

- a) How do you recognise team-based achievements towards improvement.
- b) How do you communicate achievements of quality improvement throughout the organisation.

5. Process Management 120 Pts.

How the organisation designs, manages and improves its processes in order to support its policy and strategy and fully satisfy, and generate increasing value for, its customers and other stake-holders.

5.1 Process Design and Management 20 Pts.

5.1.1 How processes are systematically designed and managed, through applying system standards covering, for example, Quality systems (ISO 9000), Environmental System (ISO 14000), occupational Health and Safety Systems (ISO 18000)

5.1.2. How do you resolve interface issues inside the organisation and with external partners for the effective management of end to end processes.

5.1.3 How all critical processes are identified and account, abilities defined.

5.1.4 How bench marking is used as a stimulus for process improvement in support functions.

5.2. Development of Products/Services 20 Pts.

5.2.1. How are products/services designed and managed :

- a) How are key customer requirements captured and translated into design inputs.
- b) How are products/services designed such that the design outputs translate key requirements into critical product/service characteristics.
- c) How do you validate the design before launching the product/service.

5.2.2. How do you establish competitive advantage in your products/services.

- a) How do you analyse competitive products/services using tools such as 'Radar Diagram.'
- b) How do you establish value superiority through Price - performance analysis.

5.3 Development of Processes 20 Pts.

5.3.1. Selection and installation of Process Equipment.

- a) How do you ensure process capability during equipment selection, such as machines and Tools.
- b) What precautions do you take to prevent future quality problems at the time of installation and commissioning.

5.3.2. How do you introduce new process.

- a) What practice do you follow to qualify the processes.
- b) What practice do you follow to qualify the material/services delivered by the new process.

5.3.3. How do you ensure consistent delivery.

- a) How do you provide inputs to operating people for controlling the Processes.
- b) What practice do you follow to certify the people operating critical processes.

5.4. Delivery of Products/Services, Feedback and Improvement. 20 Pts.

5.4.1. How do you capture delivery performance.

- a) What systems do you have to ensure timely and defect-free delivery of products/ services.
- b) How and how often do you monitor the delivery performance.

5.4.2. Feed-back and Improvement.

- a) How do you capture performance gap in delivery and key operational areas.
- b) How do you analyse the information and use the findings for improvement.
- c) How do you research latent customer requirements to drive innovation.

5.5. Handling Complaints & Customer Relationship Management 20 Pts.

5.5.1. How do you establish and improve customer relationship

- a) How do you provide easy access for customers to seek assistance or to make complaints.
- b) How do you ensure that employees coming in contact with the customers are trained to be responsive and courteous and actively develop partnership with customers.
- c) How do you establish service standards and ensure that employees providing service to customers exceed standards and delight them.
- d) How do you seek feedback from customers to improve its products and sources.

5.5.2. How do you use customer complaints as opportunities to enhance customer relationship.

- a) How do you receive and resolve customer complaints that improve customer's perception about the company.
- b) How do you aggregate all complaints received, analyse and use the information to prevent future complaints

5.6 Supplier Selection and Management 20 Pts.

5.6.1. How do you select suppliers of material/services.

- a) What criteria you use to select and qualify suppliers.
- b) How do you qualify the first supply provided by the supplier.
- c) What are the clauses you include in the purchase contract/agreement that provide adequate assurance on Quality and Reliability.

3.2.2. How do you build supportive partnership.

- a) How do you ensure pre-certified supplies of material/services.
- b) What objectives you establish for your suppliers that relate to continuous Quality- Cost Improvement.
- c) How do you involve your suppliers during early stages of product/Service development.

6. Employee Satisfaction 100 Pts.

What the organisation is achieving in relation to its people ?

6.1 Work Environment **20 Pts.**

- a) Describe how the organisation maintains a work environment and an employee support climate that contribute to the well-being, satisfaction and motivation of all employees
- b) How do you address and improve workplace health, safety and ergonomic factors ?
- c) How do you determine the key factors that affect employee well-being, satisfaction and motivation ? (measures might include : safety; absenteeism; turnover; grievances, strikes; compensation claims; etc.)

6.2. Employee Involvement and Commitment **20 Pts.**

- a) What is the level of people involvement in non-routine improvement-oriented activities.
- b) Do you have measures that reflect degree of people involvement. Consider measures such as Suggestion per Employee, Cross-Functional Team participation, etc.

6.3. People Satisfaction Determination **20 pts.**

- a) How and how often do you measure and determine the levels of employee satisfaction.
- b) How do you use the measurement findings to improve the satisfaction, thereby the commitment of employees.

6.4. People Satisfaction Results **20 Pts.**

- a) Do you have employee survey results that reflect satisfaction. How does it compare with best-in-class
- b) Do you use other measures such as absenteeism, turn over, etc. to assess satisfaction How do these results compare with best-in-class.

7. Customer Satisfaction **150 Pts.**

What results the organisation is achieving the relation to the satisfaction of its external customers.

7.1. Customer Commitment **30 Pts.**

7.1.1. Warranty Commitment

- a) How do your warranty terms compare with competition and industry average.
- b) How easy it is for customers to avail warranty service. Show evidence.
- c) How does your post-warranty service compare with competition on value terms.
- d) How is your Sales and after-sales support perceived.

7.2. Customer Complaints **30pts.**

7.2.1. Registration of Complaints

- a) Do you have a system for registration of complaints.
- b) What is the average number of complaints. Show the trend. How does this figure compare with competition and best-in-class.

7.2.2. Consumer Forum and Court Cases.

- a) Do you have a system to record cases filed in Consumer Forum or Court of Law.
- b) What is the figure and show the trend.
- c) How does this figure compare with the competition and best-in-class.

7.3 Customer Satisfaction Determination **30 Pts.**

- a) How and how often do you determine satisfaction levels of Customers and Trade Partners. Any letters of praise or thanks received.
- b) How do you use satisfaction measurement data for improvement of Products and Services.
- c) What data is maintained to track trends of repeat business, delivery performance.

7.4. Customer Satisfaction Results **60 Pts.**

7.4.1. What is the level of Customer Satisfaction

- a) What is the customer satisfaction Index, Show the trend.
- b) How does this figure compare with the competition and best-in-class.

7.4.2 How does satisfaction Index reflect on Business results

- a) How do Business results and other relevant measures such as Market share, repeat purchase and referrals compare with the satisfaction index.
- b) How do you link the findings of satisfaction surveys to derive strategic initiatives.

7.4.5 How does customer perceive your overall image for accessibility, communication, flexibility and responsiveness

8. Impact on Society **100 Pts.**

What results the organisation is achieving in satisfying the needs and expectations of the community in which it is located.

8.1 Protection of Environment & Environment Performance **50 Pts.**

8.1.1. Environmental Audit Results

- a) Have you conducted any audit by a third party for environmental protection. If so, what is the audit score.
- b) Have you obtained certification such as ISO 14000.

8.1.2. Perception of the Local Community

- a) Are there any complaints or Court cases pending on account of environmental issues.
- b) How are you rated by the community for protection of environment and global resources.

8.2. Benefits to Society **50 Pts.**

8.2.1. Involvement in Local Community

a) Is there any visible impact to the local community on account of community Development activities initiated by the company. Impacted results such as :

- 1) Support for sports and leisure.
 - 2) Involvement and training
 - 3) Support for medical and welfare provision
 - 4) Voluntary work and philanthropy
 - 5) Impact on local employment level.
- b) Is there any visible change in the standard of living
 - c) Reporting on activities to assist in the preservation and sustainability of resources e.g. reduction of waste, usage of water and energy.
 - d) Reduction achieved in pollution levels and effluents.
 - e) Tree plantation

8.2.2. Perception by the Community

- a) How does the community perceive your company. What is the rating they give on a 10 point scale.

- b) Complaint levels
- c) How does the community perceive your contribution to their quality of life. What is the rating they give on a 10 point scale.
- d) Ethical behaviour
- e) Press coverage
- f) Accolades and Awards received

8.3. Corporate Social Responsibility **20 Pts.**

8.1.1 The Social dimension captures the impact of an organization's activity on society including on employees, customers, community, supply chain and business practices.

Health and Safety.

- a) CSR
- b) Health and Safety.
- c) Wages and Benefits.
- d) Welfare and Schemes.
- e) Grievance Handling and Non-discrimination.
- f) Procedures adapted for CSR improvement.

9. Business Results **150 Pts.**

What the organisation is achieving in relation of it's planned performance.

9.1. Market-related Results **50 Pts.**

9.1.1. What is your revenue growth

- a) What is the trend of your revenue growth from existing markets adjusted for inflation and price variation.
- b) What is the trend of your revenue growth from new businesses and new markets such as exports.

9.1.2. How does the market share grow

- a) What is the trend of your market share growth in the existing markets.
- b) What is the trend of your market share growth in new markets, such as exports.
Show the share growth in the given territories.

9.2. Operating Performance-related Results **50 Pts.**

9.2.1. Utilisation of Capital Resources

- a) Show results on effective utilisation of Fixed Assets.
Consider measures such as Capacity Utilisation, Asset Turns and Return on Fixed Assets, cost of maintenance.
- b) Show results on effective utilisation of Working Capital.
Consider measures such as Interest on Working Capital, Inventory Turns and Receivables.

9.2.2. Utilisation of Human Resources

- a) Show results related to employee Productivity.
Consider measures such as Revenue Per Employees, Cost Per Employee, Conversion Cost as percentage of revenue and Selling & Administrative Costs as percentage of revenue, value of intellectual capital.
- b) Show results related to efficiency.
Consider measures such as Order-to-Delivery Cycle Times and Process Cycle Times.
- c) Process innovations and productivity.

9.3. Financial Results

50 Pts.

Provide Results that support sound Financial Performance.

- a) Measures of Financial Return, as appropriate.
Consider measures such as Return on Investment (ROI), Margin Rates, Operating Profit Rates.
- b) Measures of Economic Value, as appropriate.
Consider measures such as Economic Value Added (EVA) or any other measures that show soundness of Economic Value.
- c) Key Financial Ratios, as appropriate.
Consider measures such as Return on Net-worth (RONW), Debt-equity ratio and current ratio.
- d) Share price movement, net profit and dividends.