



ASSESSMENT CRITERIA
FOR
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1.0 INSTRUCTION

The purpose of this assessment is to evaluate your company's performance using Business Excellence Framework (BEF). Please tick the appropriate column to indicate the implementation status of the Business Excellence practices in your company. Below is the explanation on the scoring used in this assessment exercise.

- Scale 1 Company does not have such initiatives.
- No evidence of any systematic approach deployed in the company.
 - No evidence of any review done.
 - No evidence of organizational alignment.
- Scale 2 Company has started BE initiatives.
- The degree of implementation is not systematic, integrated and consistent.
 - Evidence of early stages of review being done.
 - Evidence of early stages of organizational alignment.
- Scale 3 Company has adopted BE with sporadic achievement
- Implemented initiatives to all functional / operational areas of the organization.
 - Evidence of structured review process.
 - Evidence of structured organizational alignment.
- Scale 4 Company has aligned and adopted BEF to major business.
- Well implemented initiatives to all functional / operational areas of the organization.
 - Evidence of systematic review and improvement process are in place.
 - Evidence of systematic and overall alignment of organizational needs are identified.
- Scale 5 Company has integrated the adoption of BEF with significant improvement to all major functional / operational areas of the organization initiatives.
- Well deployed initiatives to the overall organizational needs.
 - Evidence of refinement of evaluation, improvement and organizational learning including innovation.
 - Integrated organizational alignment with current and future organizational needs.
- Scale 6 Company has refined the adoption of BEF and demonstrated significant impact in their business.
- Fully deployed initiatives to the organizational needs.
 - Refinement and innovation, backed by analysis and sharing throughout the organization.
 - Well integrated organizational alignment with current and future organizational needs.

CRITERIA 1: LEADERSHIP (150 POINTS)

1.1 SENIOR LEADERSHIP (90 points)

Describe how senior leaders are responsible for:							
1.1.1	Developing the organisation's vision, mission, values and ethics that focus on key stakeholders, learning and innovation.	1	2	3	4	5	6
1.1.2	Communicating the vision, mission, values and ethics to stakeholders (employees, customers, suppliers/ partners and other external parties).	1	2	3	4	5	6
1.1.3	Translating organisation values into policies, practices and behaviours.	1	2	3	4	5	6
1.1.4	Nurturing a desired culture that supports innovation, learning and achievement of the organisation's objectives.	1	2	3	4	5	6
1.1.5	Undertaking the initiative to achieve a desired culture.	1	2	3	4	5	6
1.1.6	Evaluating and improving their personal leadership and involvement in meeting organisational vision, mission, values and ethics.	1	2	3	4	5	6
1.1.7	Ensuring senior leaders involvement to develop its future leaders for organisational sustainability.	1	2	3	4	5	6

1.2 GOVERNANCE (30 points)

Describe how senior leaders are responsible for:							
1.2.1	Establishing a system for governance with a clearly defined purposes and roles.	1	2	3	4	5	6
1.2.2	Ensuring management accountability for the organisation's actions and independence in audits.	1	2	3	4	5	6
1.2.3	Effectively evaluating top management performance from the perspective of key stakeholder interests and take appropriate actions as required.	1	2	3	4	5	6
1.2.4	Regularly reviewing the governance system to ensure that it meets key stakeholders' interests.	1	2	3	4	5	6

1.3 SOCIETAL RESPONSIBILITIES (30 points)

Describe how senior leaders are responsible for:							
1.3.1	Developing policies and practices in relation to the organisation's contribution to the community and environmental sustainability.	1	2	3	4	5	6
1.3.2	Inculcating a culture that supports involvement of employees and key stakeholders in achieving the goals.	1	2	3	4	5	6
1.3.3	Evaluating and improving senior leaders' and employees' contribution to the community and environment.	1	2	3	4	5	6

CRITERIA 2: PLANNING (90 POINTS)

2.1 STRATEGY DEVELOPMENT (35 points)

Describe how the organisation:							
2.1.1	Identifies strategic challenges and develop strategic plans using internal and external information (employees, customers, partners, suppliers, stakeholders and competitors).	1	2	3	4	5	6
2.1.2	Establishes both short term and long term organisational plans and goals.	1	2	3	4	5	6
2.1.3	Develops organisation goals based on customers' requirements and relevant benchmarks.	1	2	3	4	5	6
2.1.4	Gets employees to participate in the strategic planning processes.	1	2	3	4	5	6

2.2 STRATEGY DEPLOYMENT (55 points)

Describe how the organisation:							
2.2.1	Deploys and disseminates action plans aligned to strategies and goals.	1	2	3	4	5	6
2.2.2	Allocate resources (financial, human and other resources) to support the accomplishment of the action plans.	1	2	3	4	5	6
2.2.3	Sets targets for employees that are linked to strategies and goals.	1	2	3	4	5	6
2.2.4	Manages risks associated with action plans for business sustainability.	1	2	3	4	5	6
2.2.5	Measures and reviews organisations' performance against plans.	1	2	3	4	5	6
2.2.6	Reviews the relevance of the plans with respect to external changes.	1	2	3	4	5	6
2.2.7	Evaluates and improves organisation strategic planning processes.	1	2	3	4	5	6

CRITERIA 3: INFORMATION (90 POINTS)

3.1 MANAGEMENT OF INFORMATION AND KNOWLEDGE (90 points)

Describe how the organisation:							
3.1.1	Selects and gathers information to support decision making and improve organisational performance.	1	2	3	4	5	6
3.1.2	Ensures performance data is interpreted correctly and presented using appropriate format or medium.	1	2	3	4	5	6
3.1.3	Uses information to generate knowledge for planning, decision making, continuous improvement and innovation.	1	2	3	4	5	6
3.1.4	Identifies and shares best practices throughout organisation to improve performance.	1	2	3	4	5	6
3.1.5	Ensures hardware and software is reliable, secure and user-friendly to support the application of knowledge.	1	2	3	4	5	6
3.1.6	Evaluates and improves the management of information and knowledge.	1	2	3	4	5	6
3.1.7.	Use comparative and benchmarking information to improve organisational performance.	1	2	3	4	5	6

CRITERIA 4: CUSTOMERS (110 POINTS)

4.1 VOICE OF CUSTOMER (40 points)

Describe how the organisation:							
4.1.1	Determines the key customers, markets and segments.	1	2	3	4	5	6
4.1.2	Determines current and future customers' needs and expectations, including competitors' customers.	1	2	3	4	5	6
4.1.3	Determines customer satisfaction.	1	2	3	4	5	6
4.1.4	Ensures the measurement of customer satisfaction and captures actionable information on areas of concern voiced by customers.	1	2	3	4	5	6
4.1.5	Establishes appropriate listening posts and methods according to different customers and market segments.	1	2	3	4	5	6
4.1.6	Seeks immediate and actionable feedback from customers on the quality of products, customer supports and transactions.	1	2	3	4	5	6

4.2 CUSTOMER ENGAGEMENT AND SATISFACTION (70 points)

Describe how the organisation:							
4.2.1	Establishes effective customer engagement, complaint and feedback mechanism or system.	1	2	3	4	5	6
4.2.2	Assesses and improves overall organisational quality performance to delight customers.	1	2	3	4	5	6
4.2.3	Effectively manages customers' relationship.	1	2	3	4	5	6
4.2.4	Incorporates customers' needs and complaints into strategic and improvement plans.	1	2	3	4	5	6
4.2.5	Ensures continuous improvement of the customer engagement system.	1	2	3	4	5	6

CRITERIA 5: PEOPLE (120 POINTS)

5.1 HUMAN RESOURCE PLANNING (25 points)

Describe how the organisation:							
5.1.1	Establishes human resource plan aligned to organisational vision, mission, strategies, action plans and goals.	1	2	3	4	5	6
5.1.2	Reviews human resource plan to address organisational challenges.	1	2	3	4	5	6

5.2 EMPLOYEE ENGAGEMENT (30 points)

Describe how the organisation:							
5.2.1	Develops strategies to strengthen employees' engagement initiatives.	1	2	3	4	5	6
5.2.2	Establishes mechanisms to encourage employees' engagement in innovation initiatives.	1	2	3	4	5	6
5.2.3	Evaluates and improves the strategies and mechanisms deployed to strengthen employees' engagement.	1	2	3	4	5	6

5.3 LEARNING AND CAREER PROGRESSION (30 points)

Describe how the organisation:							
5.3.1	Identifies and develops employees' capabilities and capacities at all levels to meet organisational current and future requirements.	1	2	3	4	5	6
5.3.2	Manages and implements effective career progression for its employees.	1	2	3	4	5	6
5.3.3	Evaluates, review sand improvises the effectiveness of learning and development programmes as well as career progression system.	1	2	3	4	5	6

5.4 EMPLOYEE WELL-BEING AND SATISFACTION (20 points)

Describe how the organisation:							
5.4.1	Develops initiatives to promote employees well-being and satisfaction.	1	2	3	4	5	6
5.4.2	Assesses employees' well-being and satisfaction.	1	2	3	4	5	6
5.4.3	Evaluates and improves organisation approaches to enhance employees' well-being and satisfaction.	1	2	3	4	5	6

5.5 BENEFITS AND APPRAISAL SYSTEM (15 points)

Describe how the organisation:							
5.5.1	Implements a performance appraisal system that is aligned to organisational objectives and goals.	1	2	3	4	5	6
5.5.2	Establishes a recognition and reward system based on productivity.	1	2	3	4	5	6
5.5.3	Evaluates and improves the performance appraisal, recognition and reward system.	1	2	3	4	5	6

CRITERIA 6: PROCESS (90 POINTS)

6.1 WORK PROCESSES (50 points)

Describe how the organisation:							
6.1.1	Identifies key products and its requirements according to customers' and stakeholders' requirements.	1	2	3	4	5	6
6.1.2	Incorporates critical requirements of customers and stakeholders during the design or enhancement of processes.	1	2	3	4	5	6
6.1.3	Establishes the work processes to meet key requirements of the customers, stakeholders and meeting requirements of safe working environment and emergency preparedness.	1	2	3	4	5	6
6.1.4	Measures and improves the performance of the work processes.	1	2	3	4	5	6
6.1.5	Determines the key support processes and their key requirements.	1	2	3	4	5	6
6.1.6	Identifies key measures of the key support processes.	1	2	3	4	5	6
6.1.7	Designs and improves key processes for higher productivity, cost reduction, quality of products and services for enhancement of customer satisfaction.	1	2	3	4	5	6

6.2 SUPPLY CHAIN MANAGEMENT (40 points)

Describe how the organisation:

6.2.1	Identifies and selects qualified suppliers and partners that fit into the organisation's strategy.	1	2	3	4	5	6
6.2.2	Establishes an effective communication system for supplier and partners' continuous improvement.	1	2	3	4	5	6
6.2.3	Evaluates supplier and partners' performance to ensure requirements are met.	1	2	3	4	5	6
6.2.4	Provides organisation requirements and performance feedback to suppliers and partners.	1	2	3	4	5	6
6.2.5	Partnering with suppliers and partners to improve their capabilities in meeting business requirements.	1	2	3	4	5	6

CRITERIA 7: RESULTS (350 POINTS)

7.1 CUSTOMER RESULT (85 points)

The following questions should be answered:

7.1.1	Indication of customers' engagement and satisfaction.	1	2	3	4	5	6
7.1.2	Performance trends on customer engagement and targets set, measured, benchmarked and met.	1	2	3	4	5	6

7.2 FINANCIAL AND MARKET RESULT (95 points)

The following results should be presented:

7.2.1	Key indicators for financial and market performance.	1	2	3	4	5	6
7.2.2	Performance trends and targets for financial and market measured, benchmarked and met.	1	2	3	4	5	6
7.2.3	Productivity performance measured and benchmarked.	1	2	3	4	5	6

7.3 PEOPLE RESULT (85 points)

The following statistics should be furnished:

7.3.1	Key indicators for people performance.	1	2	3	4	5	6
7.3.2	Performance trends and targets for people measured, benchmarked and met.	1	2	3	4	5	6

7.4 PROCESS RESULT (85 points)

The following statistics are required:

7.4.1	Key indicators for process performance.	1	2	3	4	5	6
7.4.2	Performance trends and targets for process measured, benchmarked and met.	1	2	3	4	5	6

End