



FloridaMak

2020 Sterling Manufacturing Business Excellence Award

Evaluation Criteria

Evaluation for this Award is based on the six criteria categories below, comprised of a number of questions to be asked by the Examiners during interviews. The following three items comprise the Generic 3-hour Agenda for the Examiners' Site Visit:

- Overview presentation by the semi-finalist company, approximately 60 minutes GoToMeeting platform. (A presentation responding to key questions is suggested)
- Facility tour, approximately 60-90 minutes for Semi-Finalists.
- Questions and answers/discussion with company key personnel, following tour, approximately 30-45 minutes.

Note: The evaluation process, including the site visit, is not intended to seek or reveal confidential, proprietary, or sensitive information. The evaluation relies on information provided by the applicant, on site visit, and in interviews. The award is not intended as an endorsement of company products or processes.

1. Leadership

- How do you...
 - Set, communicate, and demonstrate a commitment to the company vision and values?
 - Demonstrate a commitment to legal and ethical behavior?
 - Communicate (two-way) with and engage the entire workforce and key customers?
 - Create a focus on action and environment for success to achieve the company's mission now and in the future?
 - Ensure accountability and transparency, and evaluate performance of leadership?
 - Plan for and contribute to the effectiveness of your environmental systems (i.e. "green" initiatives related to policies, products, processes, and/or facility)?
 - Fulfill societal responsibilities relating to:
 - Supporting the manufacturing community and other key communities?
 - Educating the public, and government and community leaders, about the value of manufacturing?
 - Promoting relationships with the educational community to enhance student/parent/educator perceptions and knowledge of the value of manufacturing and manufacturing careers?
 - Measure results for:
 - Leadership communication and engagement with the workforce?
 - Leadership accountability?
 - Societal responsibility and support of your key communities?
 - What improvements have you made to your leadership processes, and why?



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2. Strategy

- How do you...
 - Think about, assess, and address opportunities and challenges to create the short- and long-term future for your Company?
 - Stimulate and incorporate innovation into your plan for the future (possibly incorporating digitization and/or automation into the business)?
 - Turn your ideas for the future into tangible action plans?
 - Communicate action plans and timelines to all employees to ensure they are aligned with you in working to achieve your plan for the future?
 - Ensure financial, human, and other resources are available to support and execute your plans?
 - Know if you are making progress towards achieving and ensuring your plans are effective? What are your Key performance indicators?
- What key improvements have you made to your strategy processes and why?

3. Customers

- How do you...
 - Listen to, interact with, and observe customers to obtain actionable information?
 - Listen to potential customers to obtain actionable information?
 - Determine your customer groups and market segments?
- Build and manage customer relationships?
- Manage and resolve customer complaints?
- Determine customer satisfaction, dissatisfaction, and engagement?
- What improvements have you made to your customer processes, and why?

4. Measurement, Analysis, & Knowledge Management

- How do you...
 - Track data and information on daily operations and overall company performance?
 - Select comparative data and information to support fact-based decision making?
 - Ensure your performance measurement system can respond to changes (internal or external) and provide timely data?
 - Review your company's overall performance and capabilities?
 - Use findings from company performance reviews to identify priorities for continuous improvement and opportunities for innovation?
 - Ensure the quality, security, cybersecurity, and availability of company data and information, including sensitive or privileged data and key assets?
 - Build and manage organizational knowledge, including sharing internal and external best practices and embedding learning in the way you operate?
- What improvements have you made to your measurement, analysis, and knowledge management processes, and why?



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5. Workforce

- How do you...
 - Assess and manage workforce capability and capacity needs?
 - Recruit, hire, and onboard new workforce members?
 - Incorporate internships in your workplace, if applicable?
 - Organize and manage your workforce?
 - Ensure workplace health and security, and support your workforce through services, benefits, and policies?
 - Determine key drivers of and assess workforce engagement?
 - Foster a culture characterized by open communication, high performance, and an engaged workforce?
 - Use your performance management system to support high performance?
 - Ensure your learning and development system supports your company's needs and personal development at every level of your workforce?
 - Manage effective career progression and succession planning for key skills?
 - Measure that your company is a good place to work?

6. Operations

- How do you...
 - Design your products and work processes to meet customer requirements (incorporating digitization and automation as appropriate)?
 - Manage business processes and support processes to ensure they meet requirements?
 - Improve work processes and support processes to improve products and process performance and reduce variability?
 - Pursue opportunities for innovation?
 - Manage cost, efficiency, and effectiveness of your operations?
 - Manage your supply network and evaluate vendor performance?
 - Provide a safe workplace and operating environment?
 - Ensure your company is prepared for disasters and emergencies; and plan for business continuity?
- What key changes have you made in how you manage processes and why?