Quality Transformation Series

In current global competitive environment, organizations have to be amongst the best in the world. In order to outperform competition and sustain its growth, the performance excellence model based on the Malcolm Baldrige Award criteria can be used to self-assess an organization's performance and gauge the gap between the world class level. The elements and guidelines of the model highlighted in this booklet as well as some world class performers' practices are good examples and direction for Hong Kong companies to follow.

在現今競爭激烈的環境中，
機構必須處於全球最佳之列以角逐競爭及維持增長，
卓越表現模式是根據鮑得理奇獎而制定，它可被
用作評估機構的表現及判斷其與
世界級水平的差距。

本書講述的卓越表現模式及一些世界級機構的表現
均為其他機構提供了好例子及跟從的方向。

品質獎與自我評核

李達義博士(香港大學科技支援中心主任)

QUALITY AWARDS and SELF-ASSESSMENT

Dr. Tat Y. Lee, Director, University Technology Support Centre, The University of Hong Kong

優質變革系列

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Baldrige National Quality Program
The Hong Kong Management Association
McDonald's Restaurants (Hong Kong) Limited
MTR Corporation

作者誠意向下列公司及機構致謝，多謝提供
有關優質獎之資料及分享經驗：

鮑得理奇獎主辦機構
香港管理專業協會
香港麥當勞有限公司
地鐵公司

Contents

邁向成功經營的質量方法

質量對於香港製造業的前景仍然十分重要。
只有在產品、服務、製造過程和管理實踐
等各方面持續保持優良品質，香港才有希
望在競爭日益激烈的國際市場上保持它的
優勢。 香港優質產品標誌局致力於推動和
建立高標準的質量保證計劃。 二十一年來，
香港優質產品標誌局透過其被廣泛接受
的「Q嘜」計劃，堅持不懈地將質量訊息
傳遞給本地工業家。 我們一向鼓勵和歡迎
旨在提高香港質量水平的建議，並由衷贊
同由香港城市大學製造工程及工程管理學
系發起的新項目。這個項目將透過教育材
料的製作，促進本地製造商的質量變革。
這些材料將以小冊子、錄影帶和CD-ROM
的形式推出，提供一些改進的方法和指導
意見，希望有助於香港的製造商更留意
質量問題。 香港城市大學製作的材料將是
對香港現有的質量改進體系和已在營運的
質量保證機構的有益補充。

「Q嘜」計劃是由香港工業總會優質產品標
誌局負責管理的。「Q嘜」計劃證書頒發給
那些符合「Q嘜」和國際標準的本地產品。
而擁有「Q嘜」標誌的公司，其產品及質量
系統都能達到嚴格的質量水平。 申請公司在
獲得「Q嘜」證書之前，必須接受嚴格的產品
測試、工廠評估和質量系統的審核和監督。

總括而言，「Q嘜」計劃是能夠協助廠商及
其產品達到國際標準的徹底而有效的保證。
香港城市大學正在進行的工作將大有助於
香港成為追求卓越的典範和擁有全球認可
的優質產品。

謝建中
香港優質產品標誌局主席

Foreword

言前

THE QUALITY APPROACH TO A SUCCESSFUL BUSINESS

The issue of quality is one that remains of vital importance to the future
of manufacturing in Hong Kong. Only by ensuring consistent and high
quality of goods, services, manufacturing processes and management
practices can Hong Kong hope to maintain its edge in an increasingly
competitive world market. The Hong Kong Q-Mark Council has been
instrumental in setting high standards of quality in Hong Kong. For 21 years
it has constantly pushed the quality message to local industrialists through
its widely accepted Q-Mark Scheme. We always welcome other initiatives
to boost quality levels in the SAR and we heartily endorse this new project
instigated by the Department of Manufacturing Engineering and Engineering
Management at City University of Hong Kong. The project will see the
development of educational materials to facilitate quality transformation
for local manufacturers. Such materials in the form of booklets, videos
and CD-ROMs will help ensure our manufacturers are made more aware
of the quality issue, with guidelines and tools for improving their methods.
The materials produced by the City University will be a useful supplement
to existing quality improvement systems and quality assurance agencies
already in operation in Hong Kong.

The Hong Kong Q-Mark Scheme is administered by the Hong Kong
Q-Mark Council under the auspices of the Federation of Hong Kong
Industries. The scheme gives certification to locally made products
that meet with both Hong Kong Q-Mark and international standards.
Companies carrying the Q-Mark have products and systems that meet
the most rigorous quality standards. Before a company can gain
Q-Mark certification it must undergo rigorous product testing, factory
assessment and a regular audit surveillance of its quality systems.

In short, the Hong Kong Q-Mark is a complete and sure guarantee that
the products of a company and the company itself reach international
standards at all levels. The work now being done by the City University of
Hong Kong will further help Hong Kong in its pursuit of being a center of
excellence, with products that are recognized the world over.

Donald Chia
Chairman, Hong Kong Q-Mark Council

Foreword by the series editor

系列主編序言

優質變革系列

不斷增加的競爭壓力、動蕩不定的商業環境、持續變化的市場需求和日益提高的質量要求使得全球製造業的營運更為複雜。這些壓力迫使製造商集中精力制定可行的策略和戰術以獲得和保持競爭力。 香港正在經歷由低成本組裝轉到高附加值製造的重要轉型期。 為了成功轉型，香港製造商必須比它們的競爭者更快及更便宜地提供更高質量的產品。 實施有效的質量策略和管理是成功的一個關鍵因素。

"優質變革系列" 是在香港特別行政區政府工業支援基金支持下所制作的質量推廣和教育材料，其中包括：與質量有關的小冊子、錄像和其他媒體。 它的目標是使公司主管明白推行質量提升的重要；介紹現代質量改進工具、模式和方法給香港製造商；和提供香港的最佳質量管理實踐的案例。

隨着這個系列的發行，我們希望能夠鼓勵和促進香港製造商進行優質變革。

錢桂生博士
系列主編

Quality Transformation Series

Global manufacturing competitiveness has been complicated with the accelerating pressures of industrial transformation, dynamic trading conditions, ever-changing market demands and uplifting quality requirements. These pressures have sharpened the industry's focus on developing viable strategies and tactics in gaining and retaining their competitiveness. Hong Kong is now undergoing a critical transformation from low-cost assembly to high-value-added manufacturing. For a successful transformation, Hong Kong manufacturers must provide better quality products faster and cheaper than those of their competitors. Adoption of effective quality strategies and practices is one of the crucial factors for success.

This "Quality Transformation Series" is supported by the HKSAR Government Industrial Support Fund to develop promotional and educational materials, such as booklets, video and other multi-media in quality topics. It aims to make the company executives more aware of their crucial role in leading the successful quality transformation in their companies; to introduce modern quality improvement tools and methodologies to Hong Kong manufacturers, and to provide examples of best quality management practice in the Hong Kong environment.

With the launch of this series, we hope to encourage and facilitate Hong Kong manufacturers in making the quality transformation.

Dr. K S Chin
Series Editor

Introduction to Quality Awards

品質獎被廣泛地用作嘉許成功推行品質的機構，通過嘉許優秀機構，亦可帶動其他機構對品質的關注，從而提高整體水平。

有好幾項品質獎都享有崇高地位，其中包括「日本戴明獎」，「歐洲品質獎」，和美國的「鮑得理奇獎」。在這三個主要獎項之中，「日本戴明獎」歷史最悠久，乃始創于1951年，它在評獎的過程中引入自我評審，評分及實地考察等方法。

「歐洲品質獎」被視為訂立歐洲式的全面品質管理的模式，它創立于1991年並于1992年頒發第一個獎項。「歐洲品質獎」的評審標準跟「鮑得理奇獎」的標準相若，而「鮑得理奇獎」乃由美國總統于1987年批准成立。

香港有兩項主要的品質獎，一個是由香港特區政府工業署在1990年創辦的「香港工業獎

Quality awards have been widely used to recognize organizations that have practised a high level of quality commitment. Through recognizing the good ones, others are encouraged to pay attention to quality and eventually the whole standard of quality practice is elevated.

Several quality awards are of high renown in their country of origin. Typical examples are The Japanese Deming Prize, European Quality Award, and Malcolm Baldrige National Quality Award (USA). Of these three major awards, the Japanese Deming Prize has the longest history, being first awarded in 1951. It also launched the practices of self-assessment, scoring and site visits in the award process.

The European Quality Award is regarded as the European Model for Total Quality Management. It was launched in 1991 and the first award made in 1992. The award criteria are similar to that of the Malcolm Baldrige National Quality Award. The Malcolm Baldrige National Quality Award was created by the Public Law and signed into law by the President of the United States in 1987.

There are two major quality awards of a similar nature in Hong Kong. The first is the Hong Kong Award for Industry: Quality which was

established by Industry Department of the Hong Kong government in 1990, and the second is Quality Award launched by The Hong Kong Management Association in 1991.

The judging criteria of the Hong Kong Award for Industry: Quality are categorized under the three areas: the quality of product, quality culture and management system, and degree of innovative development. Published information on the detailed evaluation criteria in each area is limited.

The Quality Award of the Hong Kong Management Association adopts the Malcolm Baldrige National Quality Award evaluation criteria which are defined in very detailed and specific terms. The criteria provide a framework for judging performance excellence. An organization can measure its business performance on a wide range of key indicators via self-assessment against these criteria.

Self-assessment is becoming a popular practice used by organizations of different industrial background to assist identification of strengths and opportunities for improvement. This booklet discusses the practice of using the Malcolm Baldrige National Quality Award criteria as a self-assessment tool.

The information on Malcolm Baldrige National Quality Award is extracted from the publication '1999 Criteria for Performance Excellence'. However, the interpretation, where applicable, is the responsibility of the author.

- 品質」，另一個則是由香港管理專業協會在1991年創辦的「優質管理獎」。

「香港工業獎 - 品質」的評審標準共分三個範疇；產品的品質，品質文化及管理系統，與及推行創意發展的程度。這個獎項並未有發布詳細的評審準則。

香港管理專業協會的「優質管理獎」採取了「鮑得理奇獎」的評審標準，這項評審標準十分詳盡而精確地提出對參賽公司的要求，其核心基礎是卓越表現。公司若參照評審標準作自我評審，可以對自己的表現和成績有一個全面的了解。

自我評審已經普遍地被用於評估公司在管理方面的優點和缺點，本書將以「鮑得理奇獎」的評審標準為基礎，介紹自我評審的方法。

書中有關「鮑得理奇獎」的資料，取材自「1999卓越表現標準」，而有關的詮釋，則由作者負責。

Core Values and Concepts

A set of core values and concepts has been identified as the foundation for integrating key business requirements within a management framework that is results oriented. The following is a description of the core values and concepts.

Customer-Driven Quality

Quality is judged by customers. This concept is applicable to both product and service providers.

Customer satisfaction is influenced by the experience of purchasing, consuming, and receiving service. It is important for the company to establish good relationships with the customers to build trust, confidence and loyalty.

The customers' expectations will be affected by the competitors. In order to differentiate competitive offerings, the company must be sensitive to changing and emerging customer and market demand. It will have to maintain awareness of technology development, and be prepared to make rapid and flexible response to new requirements.

Customer-driven quality is thus a strategic concept. The key issues are customer retention, market share expansion, and growth.

Leadership

The senior leaders of a company should set direction and create values that are customer oriented, clear and visible.

「鮑得理奇獎」評審標準認為，管理架構應該建基於業績表現，而管理架構又應以下列的核心價值觀和基本概念為基礎。

品質以顧客為主導

品質的優劣由顧客去判定，這個概念可應用于任何產品或服務。

顧客在購買，使用和接收任何一項產品或服務時的經歷，都會影響到他的滿意程度。為了建立顧客的信任、信心和忠誠，公司應與顧客建立良好關係。

顧客對產品或服務的期望，又常常會受到競爭對手所影響，故此公司要對市場動向保持敏銳，對顧客和市場的需求保持前瞻性。公司要時刻關注時代和科技的發展，並準備隨時作出適當反應。

品質以顧客為主導這個概念，要以策略性的角度去看待，具體的指標包括顧客保留率，市場佔有率及增長率。

領導能力

公司的高層領導人應該為公司訂立方向和創立以顧客為中心、清晰和實際可行的價值觀。

公司領導人同時應負責制定策略、系統和方法，以求達到卓越與及建立知識和能力。他們應鼓勵全體員工積極參與、學習、革新和創造。

高層領導人應以身作則，實踐價值觀和加強期望。

The leaders are also responsible for devising strategies, and setting up systems and methods for achieving excellence through building knowledge and capabilities. They should encourage participation, learning, innovation, and creativity by all employees.

Senior leaders should serve as role models to reinforce values and expectations.

Valuing Employees

Employees are important assets of a company. In order to maintain competitiveness, companies need to invest in the development of the work force through education and training.

Human resource management may be aligned with strategic change processes. Human resource practices

尊重僱員

僱員是公司的重要資產，為了保持競爭能力，公司要通過提供教育和訓練，使僱員發揮潛能。

人力資源管理，包括員工的招聘、評核表現、獎賞、訓練及發展機會，都要以配合公司的策略和有關的改變為依歸。

持續改善與學習

持續改善包括逐步改善及突破兩方面，而學習的目的就是要適應改變，達致新的目標或取向。

以持續改善與學習作為日常運作的一個組成部份，公司可以體現以下各種效益。
- 通過創新或改良產品及服務，達致物超所值
- 發展新的商業機會
- 減少錯誤、缺失、損耗和有關成本
- 縮短周期
- 提高生產力
- 增強社會責任和提昇企業形象

Continuous Improvement and Learning

Continuous improvement occurs through both incremental changes and breakthroughs. Learning is necessary to adapt to change, and to achieve new goals.

Incorporating improvement and learning into regular daily work, leads to benefits such as:

- enhanced value to customers through new and improved products and services
- development of new business opportunities
- reduction of errors, defects, waste, and related costs
- shortened cycle time
- increased productivity
- enhanced public responsibilities, promotion of corporate image

should integrate selection, performance appraisal, recognition, training, and career development.

Employee-related data on knowledge, skills, satisfaction, motivation, safety, and well being should be compiled and related to indicators of performance such as customer satisfaction, customer retention, productivity, and growth.

Fast Response

Faster and more flexible response to customers and markets is an increasingly critical requirement for business success. In order to improve response time, a company may have to simplify organizational structure and work processes. Most importantly, response time should be an integral part of quality and productivity objectives.

公司要搜集有關僱員的資料，包括知識、技能、滿意程度、獎勵、安全和福利等，並且將有關資料聯繫到業務表現的指標，例如顧客滿意程度、顧客保留率、生產力和增長。

敏於回應

對顧客和市場作出迅速及靈活的回應，是商業成功的一個關鍵元素。為了提高回應的速度，公司要建立一個精簡的架構和工作程序。更加重要的是，回應速度應該與既定的品質及生產力指標連繫。

設計的品質及前瞻性

優質設計就是將品質融入產品和服務，與及將效率融入生產及傳送程序之中。

在一個競爭的世界裡，設計的品質取決於對瞬息萬變的市場的應變能力。足以影響到設計品質的因素包括：源自不同背景的資訊、數據庫、顧客取向、競爭品、價錢、市場轉變和科研成果。

在設計過程中對環境因素和社會負擔的評估，也會影響到設計的品質。

長遠目標

如果一間公司要主導市場，它需要對主要的策略夥伴，包括顧客、雇員、供應商、投資者、公眾和社會，作出長遠的承擔。

在擬定策略方案的時候，公司應顧及和預測可能之轉變，包括顧客期望、新的商業機會、科技發展、新的顧客和市場組合、法規要求的改變、社會和公眾的期望、與及競爭對手的衝擊。

實事求是的管理

現代管理方法著重搜集及分析業績與表現有關鍵性的數據和資料，包括顧客、產品和服務、運作、市場、與競爭者比較、供應商、雇員、成本及財務。這些數據和分析，有助於預測走勢和進行因果研究。根據這些分析，公司可以制訂計劃、檢討表現、和改善運作。

公司應小心選擇有關數據和資料，以用於改良顧客、運作和財務等表現。

Design Quality and Prevention

Quality should be built into products and services, and efficiency bulit into production and delivery processes.

In the competitive world, design quality depends on the ability to respond to the rapidly changing markets. It is important to carry out wide-ranging market and technical research, covering customer preference, competitive offerings, price, and marketplace changes.

Environmental factors and social costs should be anticipated at the design stage.

Long-Range View of the Future

If a company aims at market leadership, it has to consider the future and make long-term commitments to key stakeholders including customers, employees, suppliers, stockholders, the public and the community.

In strategic planning, the company will have to anticipate changes such as greater customer expectation, new business opportunities, technological developments, new customer and market segments, evolving regulatory requirements, community and societal expectations, and thrusts by competitors.

Management by Fact

Modern management approaches emphasize measurement and analysis of information related to performance in all areas, including customer, product and service, operations, market, competitive comparison, supplier, employee, cost and financial. By looking at trends, projections, and possible cause and effect relationships, the company can develop plans, review performance, and improve operations.

It is important that the company selects the key indicators in each area which impinge on overall performance.

Partnership Development

A company has to establish both internal and external partnership in order to reach its strategic goals. Internal partnerships may involve the formation of inter- or intra-functional teams to share knowledge and improve efficiency.

External partnerships may be with customers, suppliers, and training and research institutes. Such partnerships are often strategically important for entering new markets or developing new products and services.

Public Responsibility and Citizenship

A company should remember its responsibilities to the public, and practice good citizenship. Social responsibilities include business ethics, and protection of public health, safety, and the environment. The company should anticipate adverse impacts from production, distribution, transportation, use, and disposal of products. It should not only meet all regulatory laws and requirements, but to go beyond mere compliance.

Practicing good citizenship may include support of improvement in education, improving health care, environmental excellence, resource conservation, community services, improving industry and business practices, and sharing of nonproprietary information and knowledge.

Results Focus

Results show how successful a company is in meeting different stakeholder needs. The use of critical results is an effective means to communicate short- and long-term priorities, to monitor actual performance, and to marshal support for improving results.

發展夥伴關係

公司應建立內部及外部的夥伴關係，以達到策略目的。

內部夥伴關係可通過成立各個部門內部或跨部門的工作小組，而達到提高效率和分享知識的目的。

外部夥伴關係的建立可與顧客、供應商、及訓練和研究機構組成。策略性地建立夥伴關係，已經成為發展新市場或新產品和服務的常用方法。
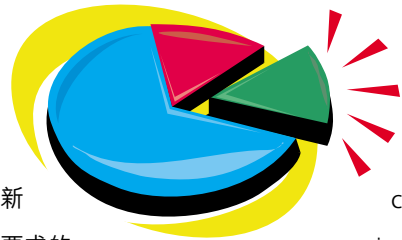
社會責任和公民意識

公司應該著重它的社會責任和實踐良好公民意識。社會責任包括商業道德、保障公眾健康、安全和環境。公司應預測它的產品的生產、分發、運輸、使用和棄置時可能帶來的負面影響。公司不應僅以符合法規要求為最終目標，而應該設法做到更好。

實踐良好公司意識包括：支持改良教育事業、改善公共健康護理、改良環境質素、保護資源、社區服務、改善工業及商業運作規程、與及分享非專利性的資訊和知識。

業績焦點

業績是判斷一間公司是否成功地滿足各個策略夥伴的準則。關鍵性的業績可有效地傳達短期及長期策略、監察實際表現、和有效調動資源以支援改善中的運作。

Criteria and Framework

評審標準和結構

除了用作遴選參賽公司之外，「鮑得理奇獎」制訂的「卓越表現標準」亦可幫助公司增強它的競爭能力，其方法是以業績為焦點的目標 ─

- 為顧客提供不斷改善的價值，達致成功佔有市場，和
- 改良公司整體表現和能力。

「鮑得理奇獎」的核心價值觀和基本概念，具體表現在以下七個範疇內。

- 領導能力
- 制訂策略
- 顧客及市場焦點
- 資料及分析
- 人力資源焦點
- 程序管理
- 業務成績

這些範疇可歸納為一個由三個單元組成的架構（見圖一），三個單元的內容如下。

策略及行動計劃

策略及行動計劃載明公司對顧客及市場需要的理解，並且依據短期及長期的策略方案制訂。 策略及行動計劃指導整體資源決策，並且推動各工作單位以保證顧客滿意和市場成功。

Besides being used as the basis for determining the award winners, the Malcolm Baldrige Criteria for Performance Excellence are designed to help companies enhance their competitiveness through encouraging focus on result oriented goals:

- delivery of ever-improving value to customers, resulting in marketplace success; and
- improvement of overall company performance and capabilities.

The core values and concepts are embodied in the following seven categories of criteria.

- Leadership
- Strategic planning
- Customer and market focus
- Information and analysis
- Human resource focus
- Process management
- Business results

These categories can be integrated in a framework that consists of three basic elements. The framework is shown in Figure 1 and the three elements detailed below.

Strategy and Action Plans

Strategy and action plans specify the company's definitions of customer and market requirements. The plans should cover both long-term and short-term. Strategy and action plans guide overall resource decisions and drive work units to ensure customer satisfaction and market success.

System

The system consists of six categories that define the organization, its operations, and the results.

Leadership, Strategic Planning, and Customer and Market Focus represent the leadership triad. Senior leaders of the company must set directions and strategies on the basis of customer and market requirements.

Human Resource Focus, Process Management, and Business Results represent the results triad. The employees of the company perform their work through the processes which yield results. All company areas yield results affecting business performance - customer and market results, financial and non-financial results, human resource results, and public responsibility. Senior leaders of the company must drive improvement on the basis of results performance.

Information and Analysis

Information and Analysis is critical to the fact-based management system. Improvements can only be made knowing actual performance in relation to internal and external indicators.

系統

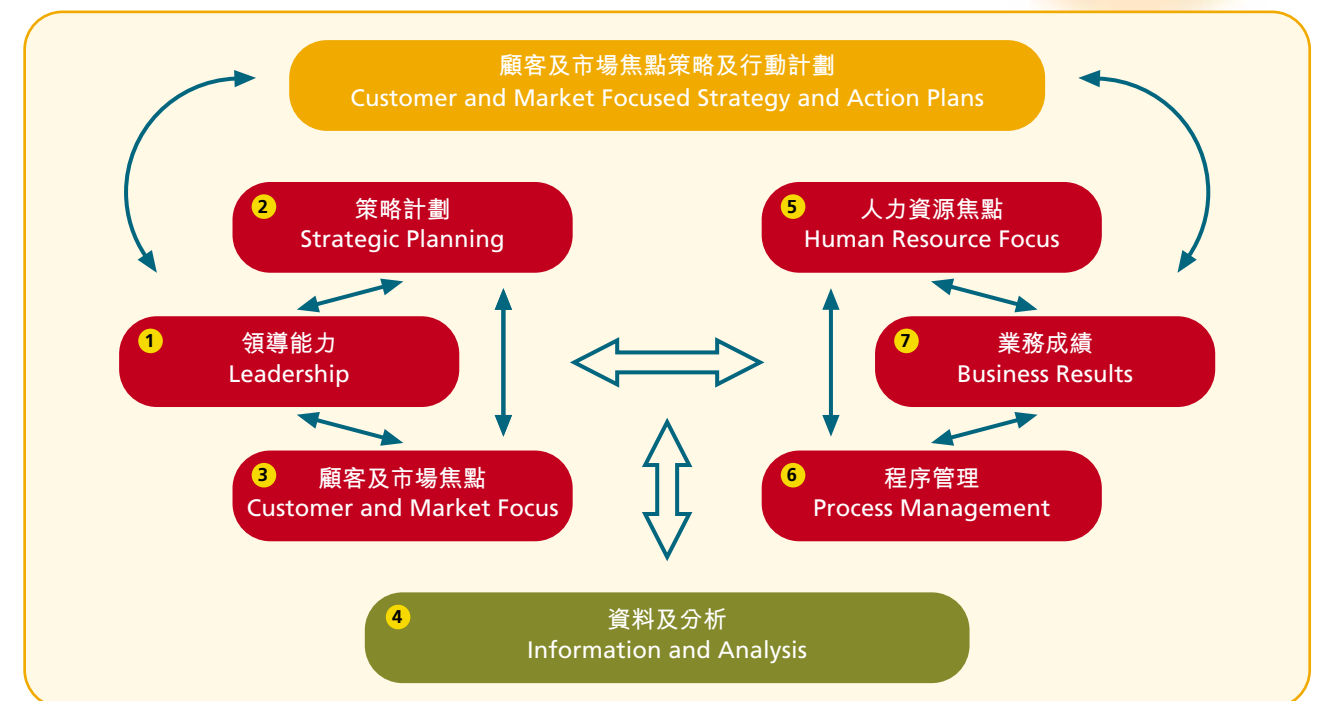系統共包含六個範疇以說明公司的組織、運作及成績。

領導能力、制訂策略、和顧客及市場焦點三個範疇代表居於領導地位的三個環節，高層領導人需要根據顧客和市場的要求，訂立公司的方向和策略。

人力資源焦點、程序管理、和業務成績代表實際成效的三個環節。 公司員工依照程序進行工作並且產生結果。 所有公司的活動都指向業務成績，包括顧客及市場成績、財務及非財務成績、人力資源成績、與及社會責任。 高層領導人必需關注各項成績，並且在具體表現的基礎上推動各項改善工作。

資料及分析

資料及分析在實事求是的管理系統中極其重要。 在實際表現的基礎上，透過與內部或外部指標進行比較分析，公司可訂立改善計劃。

圖一　卓越表現架構：一個系統化透視圖
Fig. 1　Baldrige Criteria for Performance Excellence Framework: A Systems Perpective

The Criteria: Characteristics

評審標準的特性可分為四個主要部份。

以業務成績為主導

一方面，業務成績是評估公司表現的一個重要因素，另一方面，公司要採取一個平衡的策略，以避免不適當地影響各個策略夥伴之間的利益或既定目標，或者使短期和長期目標失去平衡。

主要業務成績包括：

- 顧客滿意程度 / 保留率
- 財務及市場表現
- 產品及服務品質、表現、交付、及革新
- 運作效率，包括生產力及回應能力
- 人力資源表現 / 發展
- 供應商表現 / 發展
- 社會責任 / 良好公民意識

非指定性及適應性

評審標準強調以成績為主導，但沒有指定：

- 任何特殊工具、技巧、科技、系統、尺度、或起步點
- 是否必須成立特別部門以負責品質、計劃、或其他功能
- 公司應如何建立組織架構或施行管理

公司應發展具備創意、適應性強、和靈活的方法，以求達到評審標準的要求。至於應該

The characteristics of the Criteria can be grouped under four headings.

Focus on Business Results

Although business results are considered critical to the evaluation of performance of an organization, the organization needs to have a balanced strategy and make appropriate trade offs between stakeholder objectives, and between short- and long-term goals.

The key areas of business results are:

- customer satisfaction / retention
- financial and marketplace performance
- product and service quality, performance, delivery, and innovation
- operational effectiveness, including productivity and responsiveness
- human resource performance / development
- supplier performance / development
- public responsibility / good citizenship

Nonprescriptive and Adaptable

The Criteria emphasize result-oriented requirements but do not prescribe:

- specific tools, techniques, technologies, system, measures, or starting points
- whether departments for quality, planning, or other functions should be required
- how the company should be organized and managed

Companies need to develop creative, adaptive, and flexible approaches. Tools, techniques, systems, and

organization should be selected to suit factors as business type and size, the company's stage of development, and employee capabilities.

Support a Systems Approach

A systems approach is encouraged via emphasis on consistency of purpose and support for speed, innovation, and decentralized decision making. However, there is no specific requirement for detailed procedures or centralization of decision making.

The four-stage learning cycle may be used by operational units in the organization to enhance the systems approach. These cycles consist of:

- planning, including design, selection of measures, and deployment of requirements
- execution of plans
- assessment of progress, internal and external results
- revision of plans based upon assessment findings, new inputs, and new requirements

Support Goal-based Diagnosis

The Criteria form a set of 19 performance-oriented requirements. In addition, there are three assessment dimensions, namely, Approach, Deployment, and Results. With the exception of the Business Results Criteria (assesses Results), the other Criteria assess the Approach and Deployment (of key procedures). The diagnostic assessment involved is a useful management tool applicable to a wide range of strategies and management systems.

採用什麼工具、技巧、系統、及組織架構，則取決於公司的業務類別和規模、發展階段、和雇員的能力。

支持系統化管理方式

評審標準鼓勵使用系統化管理方式，以保証全公司正朝著既定目標發展的同時，又維持迅速回應、革新、和上下級共同參與決策。公司並不需要訂立詳盡的程序或者實施中央集權的決策方式。

公司內的各個運作單位可採用四段式周期學習方法，以增強系統化管理方式。 四段式周期學習方法由下述四個環節組成：

- 計劃，包括設計、訂立尺度、及推廣
- 推行計劃
- 評估進度、內部及外在成績
- 根據評估結果、新資料、及新要求，以進行修訂計劃

支持目標為本的診斷

評審標準訂立了19項以公司表現為基礎的要求，與及三個評審角度。 這三個評審角度是：方式，推行和成績。 除了業務成績以「成績」作為評審的依據之外，其他評審標準都根據「方式」和「推行」來評審。診斷式評審是一件有效的管理工具，可適用於廣泛的策略及管理系統。

Criteria for Performance Excellence

以卓越表現為目的的評審標準分列於7個範疇，共有19項要求。為方便評審參賽公司或公司用作自我評審，每項要求都設有最高分數以誌明其重要性。整體最高分數是1000分。

評審標準概述如下，至於標準的詳細內容，讀者可以按照「附錄A」的資料與有關機構聯絡。

The Criteria for Performance Excellence are detailed under seven Categories and 19 requirements. For the purpose of assessment (or self-assessment), different weights are assigned to each requirement according to its importance. The maximum total score is 1000 points.

The Criteria are outlined in the following sections. Details may be obtained from the award administrative organizations. Readers are referred to Appendix A for contact details.

領導能力

這個評審範疇主要審核公司的領導系統和高層人員的領導能力。它考核高層領導人和領導系統如何處理價值觀、方向、表現期望、以顧客和市場為焦點、各策略夥伴的利益、學習、和革新等事項。它同時又考核公司如何面對社會責任和支持社區。

組織架構的領導能力 (85分)

這項評審是根據公司的領導系統及高層領導人如何帶領公司創立價值觀和期望、制定方向、評估顧客需要、鼓勵革新及建立領導架構。它也考核高層領導人如何檢討及改善公司的整體表現。

Leadership

The Leadership Category examines the leadership system and senior leaders' personal leadership. It examines how senior leaders and the leadership system address values, directions, performance expectations, customer/market focus, stakeholder interests, learning, and innovation. It also examines the organization's response to societal responsibilities and provision of support to the community.

Organizational Leadership (85 points)

The assessment is based on the organization's leadership system and how senior leaders guide the organization in creating values and expectations, setting directions, projecting customer focus, encouraging innovation, and developing leadership structure throughout the organization. It also examines how the senior leaders review and improve the overall organizational performance.

社會責任及公民意識 (40分)

評核公司如何履行社會責任及實踐良好的公民意識。

制訂策略

這個評審範疇考核公司如何訂立策略方向，與及如何制訂主要策略及行動計劃以配合既定方向。它同時考核如何推行各項計劃及掌握實際表現。

建立策略 (40分)

評審公司如何建立策略方向以增強其業務表現和競爭地位。

推行策略 (45分)

這項評審根據：

- 公司的策略及行動計劃，如何制訂這些計劃和掌握實際表現
- 主要的表現要求和尺度，與及有關的人力資源計劃
- 公司的預期業績及與競爭對手的比較

顧客及市場焦點

這個範疇評審公司如何決定顧客及市場需要、期望、及喜好。它同時考核公司如何建立顧客關係及了解他們的滿意程度。

顧客及市場知識 (40分)

這項評審根據：

- 公司如何決定顧客及市場的需要、期望、和喜好的遠期目標

Public Responsibility and Citizenship (40 points)

The assessment is based on how the organization addresses its responsibilities to the public and how the organization practices good citizenship.

Strategic Planning

The Strategic Planning Category examines how the organization sets strategic directions, and how it develops the critical strategies and action plans to move in the required directions. It also examines how the plans are deployed and how performance is tracked.

Strategy Development (40 points)

The assessment is based on the way the organization sets strategic directions to strengthen its business performance and competitive position.

Strategy Deployment (45 points)

The assessment is based on:

- how the organization's strategy and action plans are developed, and how performance is tracked
- key performance requirements and measures, and related human resource plans
- projections of the organization's performance into the future relative to competitors and/or key benchmarks

Customer and Market Focus

The Customer and Market Focus Category examines how the organization determines requirements, expectations, and preferences of customers and markets. It also examines how the organization builds relationships with customers and determines their satisfaction.

Customer and Market Knowledge (40 points)

The assessment is based on:

- how the organization determines longer-term requirements, expectations, and preferences of target and/or potential customers and markets
- how the company uses the customer and market information to understand and anticipate needs and to develop business opportunities

Customer Satisfaction and Relationship (45 points)

The assessment is based on how the organization determines and enhances the satisfaction of its customers to build relationships, to improve current offerings, and to support customer- and market-related planning.

Information and Analysis

The Information and Analysis Category examines the selection, analysis, and use of information and data to support key company processes and action plans, and also examines the organization's performance management system.

Measurement of Organizational Performance (40 points)

The assessment is based on the organization's selection, analysis, and use of information and data, including comparative information and data, needed to support key processes and action plans, and to improve the organization's overall performance and competitive position.

Analysis of Organizational Performance (45 points)

The assessment is based on how the organization analyzes and reviews overall performance to assess progress relative to plans and goals and to identify key areas for improvement.

Human Resource Focus

The Human Resource Focus Category examines how the organization enables employees to develop and utilize their full potential, aligned with the organization's objectives. It also examines the organization's efforts to build and maintain a work environment conducive to

- 公司如何利用顧客及市場的資料，了解及預測對產品或服務的需求，及發掘商業機會

顧客滿意及建立關係 (45分)

評審公司如何決定顧客的滿意程度及加強顧客關係、改善產品和服務、與及強化有關顧客及市場的計劃。

資料及分析

這個範疇評審公司如何選擇、管理及有效運用資料和數據，以支持程序和行動計劃、與及以表現為主導的管理系統。

量度公司的表現 (40分)

審核公司如何選擇、管理、及運用資料和數據，包括競爭對手的資料及數據，以支持主要程序和行動計劃及改善整體表現及競爭地位。

分析公司的表現 (45分)

評審公司如何分析及檢討整體表現，以評估工作進度與既定計劃和目標的差距，從而確認需要改善的地方。

人力資源焦點

這個範疇評審公司如何使雇員發揮潛能，以配合公司的目標。它又考核公司如何建立及維持一個適當的工作環境及氣氛，使雇員可以表現卓越、積極參與、與及達致個人和公司共同成長。

工作系統 (35分)

評審雇員如何通過公司的工序設計、薪俸及獎勵、溝通、和招募制度，施展所長，以達到公司預期的表現和個人發展目標。

雇員之教育、訓練、和發展 (25分)

評審公司為使行動計劃達到預期效果及回應公司的需要，而實施的教育及訓練方式，包括：

- 加強雇員的知識、技術、和能力
- 改善雇員的表現和個人發展機會

雇員福利和滿意 (25分)

評審公司如何維持工作環境及氣氛，以保持雇員的福利、滿意、和動力。

程序管理

這個範疇考核有關程序管理的主要部份，包括以顧客為主導的設計、產品和服務的交付、支援、所有有關供應商和夥伴的程序。它並且考核公司如何設計、實施、管理、和改善各種程序，以求達到更佳表現。

產品及服務程序 (55分)

評審公司如何設計、完成、和改良產品及服務。它同時考核生產 / 交付程序的設計、運作、管理、和改良方法。

支援程序 (15分)

評審公司如何設計、運作、管理、和改良主要的支援程序。

供應商和夥伴程序 (15分)

評審公司如何設計、運作、管理、及改良供應商和夥伴的程序和關係；它同時考核公司如何管理及改善供應商及夥伴的表現。

業務成績

這個範疇考核公司的表現和在以下幾個主要項目的進度情況：顧客滿意程度、產品和服務的表現、財務和市場的表現、人力資源

performance excellence including full participation, and personal and organizational growth.

Work Systems (35 points)

The assessment is based on how all employees contribute to achieving the organization's performance and learning objectives, through the organization's work design, compensation and recognition, communication, and recruitment approaches.

Employee Education, Training, and Development (25 points)

The assessment is based on how the organization's education and training support the accomplishment of key action plans and address organizational needs through

- building knowledge, skills, and capabilities
- improving employee performance and development

Employee Well-being and Satisfaction (25 points)

The assessment is based on how the organization maintains a work environment and work climate that support the well being, satisfaction, and motivation of employees.

Process Management

The Process Management Category examines the key aspects of process management, including customer focused design, product and service delivery, support, and supplier and partnering processes involving all work units. The Category examines how processes are designed, implemented, managed, and improved to achieve better performance.

Product and Service Processes (55 points)

The assessment is based on how products and services are designed, implemented, and improved. It also examines how production / delivery processes are designed, implemented, managed, and improved.

Support Processes (15 points)

The assessment is based on how the organization's key support processes are designed, implemented, managed, and improved.

Supplier and Partnering Processes (15 points)

The assessment is based on how the organization's supplier and partnering processes and relationships are designed, implemented, managed, and improved. It also examines how supplier and partner performance is managed and improved.

Business Results

The Business Results Category examines the organization's performance and improvement in key areas - customer satisfaction, product and service performance, financial and marketplace performance, human resource results, supplier and partner performance, and operational performance. It also examines performance levels relative to competitors.

Customer Focused Results (115 points)

The assessment is based on the organization's customer satisfaction and dissatisfaction, customer loyalty, and product and service performance results.

Financial and Market Results (115 points)

The assessment is based on the organization's financial and marketplace performance results.

Human Resource Results (80 points)

The assessment is based on the organization's human resource results, including employee well being, satisfaction, development, and work system performance.

Supplier and Partner Results (25 points)

The assessment is based on the organization's supplier and partner performance results.

Organizational Effectiveness Results (115 points)

The assessment is based on the operational performance results that contribute to the achievement of key organizational performance goals - design, production, delivery, support process, regulatory compliance, public citizenship, and other appropriate measures of effectiveness and efficiency.

方面的成績、供應商和夥伴的表現、與及營運表現。它同時考核相對於競爭對手的表現水平。

以顧客為焦點的成績 (115分)

評審顧客對公司的滿意及不滿意程度、顧客的忠誠、與及產品和服務的表現和成績。

財務及市場成績 (115分)

評審公司的財務及市場方面的表現和成績。

人力資源成績 (80分)

評審公司在人力資源方面的成績，包括員工福利、滿意程度、才能發展、與及工作系統的表現。

供應商和夥伴成績 (25分)

評審供應商和夥伴的表現和成績。

機構有效性成績 (115分)

評審與公司既定目標相關的營運表現和成績，包括：設計、生產、交付、支援程序、遵守法規、公民意識、與及其他有關有效性和效率性的適當衡量。

Self-Assessment

自我評審

「鮑得理奇獎」的評審標準和其他品質管理標準，例如 ISO 9000，有相當多異同之處。

廣義上説，「鮑得理奇獎」評審標準和 ISO 9000 都可適用于不同的商業環境，二者都提出一些公司必須注意的基本要求，而又同時容許採用一些具有創意的方式去回應這些要求。

「鮑得理奇獎」評審標準並不是一套作為認證的標準，實際上每年的獎項數目也非常有限。 因此，這個獎項是在一個競爭的基礎上評審。 另一方面，ISO 9000是一套可供認證的標準，任何一間公司只要符合它的基本要求，都可通過審核而獲頒一張證書。

There are significant similarities and differences between the Malcolm Baldrige National Quality Award criteria and other quality management standards such as ISO 9000.

Broadly speaking, both Malcolm Baldrige National Quality Award criteria and ISO 9000 are readily adaptable to various types of businesses. Both of them have laid down certain requirements that the company must address, but the company is allowed to adopt an innovative approach in meeting these requirements.

Malcolm Baldrige National Quality Award criteria are not intended to be a standard for certification and the maximum number of awards is predetermined. The award is therefore won on a competitive basis. On the other hand, ISO 9000 is a standard for certification and any company can obtain a certification if it meets the requirements and passes the audit.

MBNQA 鮑得理奇獎

1.1 組織架構的領導能力 Organizational leadership

1.2 社會責任及公民意識 Public responsibility and citizenship

2.1 建立策略 Strategy development

2.2 推行策略 Strategy deployment

3.1 顧客及市場知識 Customer and market knowledge

3.2 顧客滿意及建立關係 Customer satisfaction and relationships

4.1 量度公司的表現 Measurement of organizational performance

4.2 分析公司的表現 Analysis of organizational performance

5.1 工作系統 Work systems

5.2 雇員之教育，訓練和發展 Employee education, training, and development

5.3 雇員福利和滿意 Employee well-being and satisfaction

6.1 產品及服務程序 Product and service processes

6.2 支援程序 Support processes

6.3 供應商和夥伴程序 Supplier & partnering processes

7.1 以顧客為售點的成績 Customer focused results

7.2 財務及市場成績 Financial & market results

7.3 人力資源成績 Human resource results

7.4 供應商和夥伴成績 Supplier and partner results

7.5 機構有效性成績 Organizational effectiveness results

ISO 9001

4.1 管理責任 Management responsibility
4.2 品質系統 Quality system
4.17 內部品質審核 Internal quality audits

4.3 合約檢討 Contract review
5.13 控制不合格品 Control of nonconforming product
4.14 糾正及預防措施 Corrective and preventive action

4.16 控制品質紀錄 Control of quality records

4.20 統計技術 Statistical techniques

4.18 訓練 Training

4.4 設計管理 Design control
4.9 流程管理 Process control

4.5 文件及數據控制 Document and data control
4.7 控制客方供應物料 Control of customer-supplied product
4.8 產品識別及追溯 Product identification and traceability
4.10 檢驗和測試 Inspection and testing
4.11 儀器管理 Control of equipment
4.12 檢驗和測試狀態 Inspection and test status
4.15 處理、貯存和其他 Handling, storage, etc.
4.19 售後服務 Servicing

4.6 採購 Purchasing

圖二 「鮑得理奇獎」評審標準和ISO 9001之比較
Fig. 2 Comparing Malcolm Baldrige National Quality Award criteria with ISO 9001 requirements

就以具體的要求而言，一般相信「鮑得理奇獎」評審標準遠比 ISO 9000 的要求嚴格。圖二是對兩套標準作出的比較，實際上，兩者的差距相當大，但更詳細的探討則不在本書範圍之內。

「鮑得理奇獎」的申請程序

申請「鮑得理奇獎」的最主要步驟之一，就是回應它的具體要求，編寫一份長達五十頁的報告，詳述公司的實際管理制度和方法。一組考核員會深入研究報告和給予評分，如果分數達到相當水平，考核員會進一步到公司進行實地考察，以核實她的實踐和有關紀錄，最後獲獎者名單取決於總分數。每年的獎項數目都很有限，但歷年實際獲獎的公司數目很少達到預定的目標，足証獲獎殊非輕易。

很多公司相信，參賽的價值在於參與整個過程。通過編寫回應報告，公司可趁機會全面檢討她的管理系統，與及明確自己的優點和需要改善的地方。除此之外，考核員特別為公司編寫的回饋報告，也提供很有參考價值的意見，作為進一步改善之用。

根據標準進行自我評審

由于「鮑得理奇獎」的評審標準詳盡地說明對卓越表現的各項要求，很多公司以這些要求為借鑑，並且從中得到改善管理和表現的啟示，這種做法被廣泛地稱為自我評審。進行自我評審的公司，不一定要正式申請

As far as the specific requirements are concerned, it is widely believed that the requirements of Malcolm Baldrige National Quality Award criteria are much more stringent than ISO 9000. Figure 2 outlines the comparison of the requirements of the Malcolm Baldrige National Quality Award criteria and the ISO 9001 requirements. The ISO 9000 requirements are less comprehensive and less stringent than the Malcolm Baldrige National Quality Award criteria. A detailed discussion of the differences between the two systems is beyond the scope of this booklet.

Application Procedure for Malcolm Baldrige National Quality Award

The most critical step in applying for the Malcolm Baldrige National Quality Award is the preparation of a written response to the criteria. The written response is a 50-page report detailing the company's practice in relation to the Malcolm Baldrige National Quality Award criteria. A team of examiners will study and score the report. If the score is reasonably high, the examiners will pay a site visit to the company to further verify the practice of the company. Finally, the winners will be determined according to the overall score. There are a limited number of winners each year. It should be noted that the maximum number of awards which is allowed has seldom been met.

Many companies believe that the most valuable part of applying for the award is the process itself. Through preparing for the written report, the company has a chance to thoroughly review its management system and identify its strengths and areas for improvement. Furthermore, the feedback report prepared by the examiners provides valuable advice for further improvement.

Self-Assessment Using the Criteria

Since the Malcolm Baldrige National Quality Award criteria comprehensively specify the requirements for performance excellence,

many companies have benefited through benchmarking their management practices and performance against the criteria. This is widely known as self-assessment. To carry out a self-assessment exercise does not necessarily lead to the submission of a formal application. Self-assessment has been done both by award-winners (prior to winning) and by companies which will not apply. Some companies use self-assessment regularly as a continuous improvement tool.

There are basically two self-assessment methods. The first method is to prepare a comprehensive response report as if it is to be submitted as a formal application. For this approach to be successful, the company has to put in a lot of effort. It is estimated that at least 1,000 work-hours will be required to carry out an internal review and prepare the report. Some companies spent up to 4,000 work-hours or even more on this work.

The second method is by means of an internal questionnaire survey. This method is less precise and not comprehensive. It is used to check the current situation of the company generally with some form of checklist. Appendix B shows a checklist designed for this purpose. It is estimated that it will take a few workdays to complete the checklist properly.

It must be reiterated that the checklist only provides a fundamental analysis of the company's current situation in relation to the Malcolm Baldrige National Quality Award criteria. The company should make the effort to prepare a comprehensive response report to the criteria if a more accurate assessment is preferred.

參賽。事實上，有些獲獎公司在參賽前進行了自我評審，而一些曾經做過自我評審的公司則從未試過正式參賽。不少公司以自我評審作為不斷改善的工具。

基本上，自我評審有兩種方法。第一種方法是編寫一份詳盡的回應報告，就彷似真正參賽一樣。按照這個方法，公司要投入相當多的資源，有估計最少需要一千個工作小時進行內部評審和編寫回應報告。有些公司甚至需要四千個或更多的工作小時進行這項工作。

第二個方法是透過內部問卷調查的方式進行。這個方法的準確性較低但較簡單，它可以用作初步診斷公司的現況。由於這個方法並不需要實際編寫一本回應報告，本書提議利用一套問卷進行，方便有意向優質表現踏出第一步的公司做一個初步的評核。附錄B詳載一份問卷，供有興趣的公司使用。要認真地回答所有問題，公司可能需要好幾個工作天去完成問卷。

必須強調，問卷方法只為公司的運作提供一個基本的分析，公司應該對「鮑得理奇獎」評審標準寫一個完整的回應報告，以便取得一個較為準確的評審。

要認真地根據「鮑得理奇獎」標準進行評審，需要由高層到前線工作人員的全面參與，檢討公司整體的管理哲學，營運程序和表現成績。公司可以從這個過程之中獲益，了解自己的強項和需要改善的地方。

員工的推動和參與

如果公司決定參賽便要回應「鮑得理奇獎」標準的要求，而需要動員的人力物力，遠超於實施例如ISO 9000等品質標準。高層領導人要積極地和具體地參加與品質有關的活動，這比單純簽署一份品質政策要深入得多。他們要回答以下各種問題：品質政策是怎樣訂定的？品質政策對公司的業務有什麼影響？有沒有策略方案去支持實踐品質政策？品質政策和策略方案如何發佈到有關部門？預期結果和實際成績如何？

由最高層的推動，高層和中層管理人員、前線負責人和職員都會參與這項活動，對公司如何管理品質和表現，推行品質政策和策略方案，與及業務成績等方面作出全面檢討。

A serious attempt to respond to the Malcolm Baldrige National Quality Award criteria will demand total participation from top level to front-line staff in a thorough review of the management philosophy, business processes, and performance results of the company as a whole. The company will derive significant benefits from this process, learning its strengths and identifying areas for improvement.

Involvement and Motivation of People

Responding to the Malcolm Baldrige National Quality Award criteria makes a greater demand on people, from senior leaders to other employees, than other forms of quality standards such as ISO 9000. The senior leaders need to be actively and visibly involved in quality related activities. Simply signing a quality policy is inadequate. Senior leaders have to answer such questions as: How was the policy formed? What are the implications of the policy for the business of the company? What strategic plans have been developed to support the policy? How are the policy and strategic plans deployed? What are the expected outcome and the actual results?

With strong commitment from all levels of management, supervisory staff and front-line workers will all be involved in the process. This will lead to a thorough examination of the company's approach to managing quality and performance, deployment of policy and strategic plans, and business results.

Systems Approach to Quality

The Malcolm Baldrige National Quality Award criteria have seven categories which fit together to form the performance excellence framework as shown in Figure 1. Categories 1 to 6 focus on 'approach' and 'deployment' whereas Category 7 looks for 'results'. 'Approach' refers to how the company addresses the requirements, that is, the methods. 'Deployment' refers to the extent to which the company's approach is adopted by all appropriate work units. 'Results' refers to the outcomes in achieving the purposes. These requirements strongly suggest a systems approach to managing quality.

Self-assessment enables the company to determine whether it has an effective systems management approach in place.

Performance Excellence and Quality

Launched in 1987 as a prestigious quality award, Malcolm Baldrige National Quality Award has evolved as an award for performance excellence. This is reflected in the development of the award criteria and the emphasis on business results. The weight for business results

系統化品質管理

「鮑得理奇獎」評審標準有七個範疇，合成一個優質表現結構，見圖一。 第一至第六個範圍著重「方法」和「推行」，而第七個範圍則著重「成績」。「方法」是指公司怎樣去回應有關的要求，而「推行」則指實踐各個方案的深入和廣泛程度，比如說，是不是各個有關運作部門都參與。 至於「成績」，則是實際達到指標的結果。 這些要求，都強烈地需要一個系統化方法去管理品質。

在自我評審的過程中，公司可以判別它是否具備一個有效的系統化管理方法。

卓越表現與品質

自從1987年推行以來，「鮑得理奇獎」從一項最具地位的品質獎，逐漸發展為一個卓越表現的獎項。評審標準的蛻變和對業務成績的關注，足以說明這一點。自1996年開始，業務成績的重要性一直穩佔總分百份之四十五。

衡量品質不再根據抽象的標準，它要在顧客滿意與及其他重要因素，例如生產力、競爭力、成本、及各策略夥伴的利益之間，取得平衡。換句話說，業務現實被引進品質概念中。通過自我評審，公司可以從卓越表現的角度看到自己的優點和缺點，而不是抽象的品質。

in the overall criteria requirements has been set at 45% of the total possible points since 1996.

Quality is not taken or assessed in abstract terms. It requires a balance between customer satisfaction and other critical factors such as productivity, competitiveness, costs, and other stakeholders' interests. Business reality has been introduced into quality concepts. Through self-assessment, the company is able to identify its strengths and weaknesses in terms of performance excellence, rather than in abstract terms.

facts and results to validate any plans and actions. The company will need to creatively design measures for quality. In this process, perceptions and assumptions will be verified by measurable parameters. The company will be able to judge the quality of its plans.

Change: What and Why

The company will face a series of critical questions in the self-assessment process. Many staff will be surprised by their inability to answer some of these questions and this will stimulate critical thinking. People will realize that change is inevitable and the question of what ought to be changed and why is it necessary to change will become obvious.

Building Financial Success

It has been reported by different sources that the companies applying the Malcolm Baldrige National Quality Award criteria are able to attract more attention and business from their customers. Even small companies, which have not yet reached the award-winning standard, have reported this achievement. In addition, the National Institute of Standards and Technology in the United States conducted studies in 1994 and 1999 which showed that the publicly listed award winners outperformed other companies.

要有創意地界定量度品質的尺度，從而判斷這些計劃的優劣。

改變什麼和為什麼改變
在自我評審的過程中，公司會面對很多挑戰。很多員工會因為面對難以作答的問題而感到驚訝，從而刺激深刻的反思。人們會意識到改變是無可避免，而改變什麼和如何改變的問題和答案亦變得顯而易見。

達致業績增長
多個研究指出，「鮑得理奇獎」的評審標準可吸引更多顧客注意和促進業務。即使一些還未達到獲獎水平的中小型企業，也有這種經驗和體會。美國國家標準及科技局在1994及1999年分別進行了研究，發現獲獎的上市公司的表現比其他公司優勝。

品質保證
「鮑得理奇獎」評審標準可被視為一面鏡子，讓公司映照自己的管理系統是否健康。評審標準又可被當作一個窗口，讓公司接觸當代的品質管理模式。

因此，全面的自我評審可幫助公司了解它是否走著一條正確的道路，與及朝著改善的方向。

量化品質
自我評審可以促進改善的其中一個原因，就是它對數據的要求。評審標準著重利用事實和成績去證明計劃和行動是否有效。公司

Quality Assured
The Malcolm Baldrige National Quality Award criteria can be regarded as a mirror so that the company is able to check if its management system is in a good shape. The criteria may also be regarded as a window through which the company gains exposure to the contemporary quality management model.

A complete self-assessment exercise will thus help the company to determine if it is going along the right path. It also helps the company to see the way ahead for improvement.

Quantifying Quality
One of the reasons that the self-assessment process promotes improvements is the requirement for data. The criteria look for hard

Case Study: McDonald's Restaurants (Hong Kong) Limited

個案研究：麥當勞有限公司

McDonald's Restaurants (Hong Kong) Limited was one of the two winners of the Hong Kong Management Association's Quality Award in 1998. The first McDonald's Restaurant in Hong Kong was opened in 1978. In the past 21 years the number of restaurants has increased to 158.

Backed up by support from corporate headquarters, McDonald's Hong Kong has a strong quality culture. They found it quite comfortable to fit their practice into the award criteria when they had decided to apply for the HKMA award in 1998.

1998年度香港管理專業協會的優質管理大獎共有兩個得獎機構，麥當勞有限公司是其中之一。 香港的第一間麥當勞餐廳在1978年開業，在過去21年間，餐廳的數目增至158間。

在集團總部的大力支持下，香港麥當勞發展了一個強健的品質文化。 而在這個基礎上，麥當勞覺得她的運作很符合評審標準，於是便在1998年參加優質獎大賽。

麥當勞的管理風格

跨部門工作小組，是麥當勞用以計劃和解決問題的常用方法。工作小組成員由不同部門及不同階層的員工，根據所要解決的問題和性質而組成。除了少數小組之外，大多數工作小組在解決了有關問題之後便會解散。

舉一個例子，為了宣傳一個新產品，麥當勞成立了一個「推廣工作小組」，成員包括來自採購部、市場部和營運部的員工。如有需要，供應商亦會應邀參加。

在獲得優質獎之後，越來越多員工喜歡採用工作小組的方法處理跨部門的問題，團隊精神和人與人之間的溝通亦大為改善。

核心價值觀

麥當勞歸納她的核心價值觀為QSCV，即品質、服務、清潔和物有所值。公司對於處理食物、服務態度和保持清潔，都訂立了非常詳盡的程序。透過訓練，所有員工都徹底了解這些程序才會被派到工作崗位上。

麥當勞認為，維持產品和服務水平的主要方法是全公司上下「傳達同一訊息」。實踐這個方法的其中一個例子，是每一個經理都會隨時充當顧客，到任何麥當勞餐廳進食。如果食物和服務達到公司要求的標準，他就會

The McDonald's Management Style

The formation of cross-functional Task Forces is a commonly used method for planning and problem solving. Depending on the issue to be addressed, a Task Force may be formed by staff members drawn from different levels and different functional units. With the exception of a few Task Forces, most of the Task Forces will be dissolved after the issue has been resolved.

麥當勞漢堡飽大學
McDonald's Hamburger University, Oak Brook, Illinois, USA

As an example, a Promotion Task Force is set up to deal with the issue of launching a particular new product. Members of the Task Force include staff from Purchasing, Marketing and Operations. The supplier will also be involved when necessary.

After winning the HKMA award, it is reported that more staff members are used to form a Task Force when a cross-functional issue is to be handled. As a result, team spirit and communication has been enhanced.

Core Values

McDonald's summarize their core values as QSCV, which stands for Quality, Service, Cleanliness, and Value. The company has established very comprehensive processes for preparing the food, delivering the service, and maintaining cleanliness. The staff members are trained to thoroughly understand the process before they are deployed to various positions.

The key to the success of maintaining the standard is to "communicate the same message" throughout the organization. One way to practice this is that individual managers will act as a customer and purchase a meal at any McDonald's Restaurant. If the food and service is up to standard, the manager will congratulate the shop management. On the other hand, if the standard is not met, the manager will discuss

with the shop management and resolve the problem. The shop and staff will be graded A, B, C or F as appropriate.

McDonald's has a system of rewarding individual staff members. The highest honour is the President's Award, which only the top performing 1% will have a chance of receiving. Other awards are available for significantly outstanding performers. The whole system aims at establishing pride in the staff.

Strategic Planning

McDonald's adopted a 3-1-Q planning system. This means three-year strategic plans, one-year operation plans, and quarterly reviews.

Communication with corporate headquarters is required for the three-year strategic planning. The corresponding one-year operation plans are developed based on the strategic plans. These plans are used as a means to predict and monitor progress. Quarterly reviews are carried out to review performance and determine if any action is required to rectify the operations and plans.

It is claimed that the HKMA Award criteria had the effect of reminding the company to strike a balance among the interests of various stakeholders. For example, the challenge of how to handle job increase with limited human resource is addressed.

Benchmarking, both internal and external, is widely used for planning and review. Such benchmarking data as transaction per man-hour, price sensitivity, attitude awareness, and staff opinion survey are some of the more important benchmarking parameters used by McDonald's.

Guideline for Improvement

McDonald's considers the award criteria to be effective guidelines, acting as a road map for quality management. However, the company should be regarded as a living entity, in the sense that it would grow and change with time.

向該店負責人表示祝賀；反之，他就會跟負責人討論改善的方法，解決問題。此外，店員又會被評分，例如A，B，C，或F。

對于獎勵員工，麥當勞有一套完整的方法。最高的獎狀是「總裁獎」，只有表現最佳的百分之一員工才有機會獲得提名。除此之外，麥當勞還有不同的獎項，旨在培養員工對工作的熱誠和歸屬感。

策略計劃

麥當勞採取了一個名為3-1-Q的計劃系統，意思是三年策略計劃、一年營運計劃、和季度檢討。

在制定三年策略計劃的時候，香港麥當勞需要與企業總部進行溝通。在三年計劃的基礎上，香港公司再制定一年營運計劃。這些計劃會用作預測及監察進度，通過季度檢討，公司會評核業績表現，決定是否需要修改營業方式和計劃。

麥當勞認為，香港管理專業協會的優質獎標準，可提醒公司平衡各個策略夥伴的利益；如何在有限人力資源的環境下處理日益增加的工作，便是一個很好的例子。

內部和外部標準借鑑，是麥當勞廣為應用的計劃和檢討的工具。標準借鑑的數據，包括每人每小時交易宗數、價格敏感系數、服務態度與使用率研究、及職員意見調查，都是麥當勞較常用的幾項。

繼續改善的指引

麥當勞認為評審標準是品質管理的有效指引、基本原理、路標和架構。然而，每間

公司都應該被視為一個活的個體，它需要有適當的滲透性以利於隨時間增長和轉變。

相對於個人主義而言，在評審標準之中，團隊精神是一個很重要的環節。麥當勞廣泛運用工作小組的方式去處理不同類型的問題，說明她的團隊工作方式。此外，獎賞制度也有不少是以團隊而非個人為基礎，「史諾比小組」便是一個生動例子，這個小組被選為1999年出色小組。然而，麥當勞也有不少獎項是頒給個人英雄的，評審標準是以個人的技能為依據，最佳薯條烹飪員獎便是一個例子。

香港管理專業協會優質獎的評審標準十分著重業務成績，麥當勞認為對於大企業來說，以成績作為推動力十分重要，但對於剛起步的小型企業來說，其他的尺度可能更加需要注意。

最近發展

自從獲得優質獎之後，麥當勞更加廣泛地使用工作小組的方式去處理問題。經常性活躍的工作小組由六個增加到十多個。職員也比前更加接受這個解決問題的工具。結果，解決問題的時間精簡了，而程序管理也得到改善。

部門和地區之間也改善了溝通，以選擇新店址為例，通過鄰近麥當勞餐廳的參與，公司加快了對選址達成共識所需的時間。

Team concept features strongly in the award criteria. The practice of forming task forces to deal with different sorts of issues demonstrates that McDonald's is working on team principles. Team effort is recognized collectively rather than individually. The Snoopy team is a vivid example. The team was recognized as the outstanding team in 1998. Team schemes are complemented by individual schemes ("individual heroes"). The judgment is based on the person's individual skills of which the best French fries cooker award is an example.

The HKMA Award criteria placed much emphasis on results. McDonald's agrees that using results as a motivation is important to big businesses. However, small businesses that are at the early stage of development should pay more attention to other parameters.

Recent Development

The use of Task Force as a means of addressing issues has become popular since winning the HKMA award. The number of regular Task Forces has been increased from six to over ten. Staff are more receptive to this form of problem solving. As a result, time is saved in addressing problems, and process management is improved.

Communication among functional and regional sectors has been improved. A typical example is the process of determining locations of new shops. Through involving the management of neighbouring McDonald's shops, the company is able to expedite the process of getting consensus from them when there is a plan to open another shop in the region.

McDonald's does not carry out self-assessment against the award criteria directly. However, the progress of work is reviewed regularly by the relevant Task Forces and the results compared with pertinent benchmarks.

Advice for SMEs

When asked to give some advice for small and medium enterprises (SMEs) on the applicability of the HKMA Award criteria to their businesses, three senior people of McDonald's suggested that for SMEs financial results might not be a critical factor, especially at the early stage of business development. They named the following three major areas for SMEs' consideration.

Customer focus - Identify who the customers are and understand their needs and requirements.

Process - Make sure that the process can serve the purpose, and is effective and efficient.

Human resources focus - Staff are the most important asset of the company. They must be well treated, and provided with the opportunity to perform, and to develop to meet the ever-changing challenges.
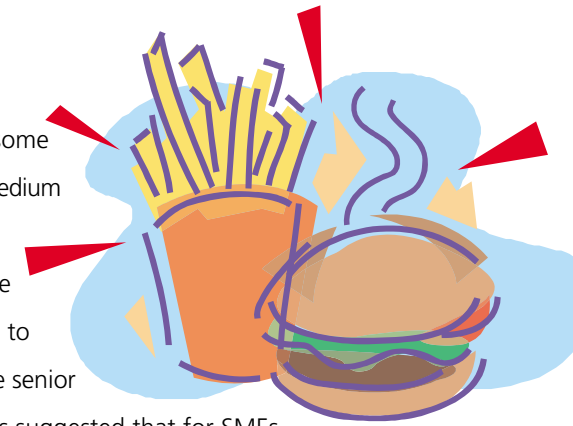
麥當勞並沒有特別依照評審標準進行自我評核，但是，各項工作進度會由有關的工作小組定期檢討，並將結果與有關的標準借鑑作比較。

給中小型企業的意見

當被要求向中小型企業提點意見的時候，三位麥當勞的高層領導人認為，以中小型企業、尤其是正處於早期發展階段的公司來說，財務成績可能不是最主要的因素。他們提出以下三個主要方面，給中小型企業參考。

顧客焦點

認明誰是顧客和了解他們的渴求和需要。

程序

明確肯定所訂程序可達到預期目的、效果和效能。

人力資源焦點

員工是最重要資產，公司一定要善待他們，提供表現機會，和容許他們繼續發展潛力以適應時代的轉變。

Case Study:
MTR Corporation

個案研究：地鐵公司

位於九龍灣的地鐵公司總部
Headquarters of MTR Corporation in Kowloon Bay

MTR Corporation was one of the dual winners of the Hong Kong Management Association's Quality Award in 1998. MTR was established in 1975 and has a staff of about 8,000 people in 1999.

Quality has been a constant concern of MTR since its early days of operation. Through applying for the HKMA Quality Award, the Corporation is able to improve its management system and motivate the staff to be more quality conscious.

地鐵公司是1998年香港管理專業協會優質管理大獎的兩個得獎機構之一。 地鐵公司創辦於1979年，至1999年共有員工約八千名。

自從啟用以來，品質一直是地鐵公司所重視的課題。 通過申請香港管理專業協會的優質獎，地鐵公司在管理系統方面取得改善，而員工的品質意識亦得到提高。

地鐵公司主席蘇澤光先生認為：具體來說，優質的列車服務是指提供一個安全、潔淨及可靠的鐵路系統，以應公眾的交通需求。我們致力於成為“全世界最關注顧客需要的城市鐵路系統”。

Mr. Jack C K So, Chairman of the MTR Corporation, believes that: "In specific terms, quality in train services means provision of a safe, clean and reliable system to meet the community's transportation needs. In this regard, we are committed to becoming 'the most customer-oriented urban railway in the world.'"

地鐵公司的管理系統

地鐵公司由一個由政府委任的董事局全權管理，而董事局再任命一組執行董事負責管理具體業務。 公司的最高管理層由十八人組成，成員包括所有執行董事及各主要部門的主管。

最高管理層制定策略方向、管理架構、和長遠目標。 最高管理層會成立工作小組，負責推動重要策略，工作小組通常由一位最高管理層成員領導。

地鐵有一個品質領導計劃，目的是加強公司使命、方向、長遠目標和短期目標等各項工作的推展。 此外，地鐵還有一個工作改善小組的系統，促進跨部門的合作，以解決具體改善工作的問題。

品質文化

地鐵公司在1986年採納了三個環節，作為企業核心價值觀：服務至上、互敬互重、和準時按值，這三個價值觀在公司裡廣為推行。

在1993年推行的品質領導計劃，成員由各級員工在自願原則下組成，其中包括經理、主

The MTR Management System

MTR is under the management of a Board, the members of which are appointed by the Government. A team of 7 executive directors is, in turn, appointed by the Board to manage the business.

The Executive sets strategic direction and long-term objectives, and sets up the management framework. When necessary, Task Forces will be formed under the leadership of a member of the Executive to execute strategies.

Quality Culture

In 1986, MTR adopted three core values, namely, Customer Service, Respect for the Individual, and On Time and Within Budget. These core values are the guiding principles in the operation of the railway.

The Quality Leadership Scheme has been set up since 1993 in the Operations Division. Up to 1999, about 300 staff members have joined the scheme voluntarily. The scheme is not grade specific, any managers, supervisor or workers join on a voluntary basis. Quality Leaders are responsible for the promotion and implementation of the quality initiatives. Numerous training activities such as workshops, quality leaders' camp, and forum are organized for the scheme members.

Work Improvement Teams are formed cross-functionally to address issues concerning departmental and corporate goals and objectives.

MTR has implemented the ISO 9000 management system in major departments. About 100 Quality Leaders have been trained as internal auditors responsible for process audits.

Guideline for Improvement

MTR supports the idea that the HKMA Award criteria allow the Corporation to assess if the quality system is in good shape. In the process of preparing for the formal submission, nearly every department and most levels of staff were involved.

The Corporation had to decide how to meet the stipulated requirements of the criteria. This process stimulated the initiative to make improvements when necessary.

In summary, the HKMA Award criteria encourage the use of a systems-approach review to management, offer a tool for self-assessment, and stimulate benchmarking with internal and external counterparts. The feedback report prepared by the examiners also provides very useful comments for the Corporation to identify improvement areas.

Integrated Management System

MTR has thoroughly reviewed the HKMA Award criteria together with other management systems and philosophies after winning the award. The Corporation considers that ISO 9000 sets a good foundation for Total Quality Management (TQM). For ISO 9000 certified companies, HKMA Award criteria may be the next milestone as far as quality management is concerned. The challenge is, however, that many companies have to face increasing demand for different systems, for

管和前線員工，至1999年，成員人數已達250人。品質領導計劃中，成員主要負責推動和實施各項品質活動，地鐵又經常按需要為員工提供各項訓練，訓練方式有工作坊、品質領袖營、和論壇等。

工作改善小組是地鐵的另一個品質改善活動，各小組成員由跨部門的人員組成，處理的問題以協調和促成部門和中央訂下的目標和長遠計劃為主。

地鐵公司已在多個主要部門實施 ISO 9000 管理系統，大約60名員工已受訓成為內部審核員，負責程序審核的工作。 此外，品質領導計劃的成員，則以獨立的身份進行系統審核，範圍包括品質和安全兩方面。

改善的指引

地鐵公司認為，香港管理專業協會的優質獎的評審標準，足以評核公司的管理是否完善。 在編寫正式申請報告的過程中，所有部門和各階層員工都積極參與。

為了研究怎樣去滿足優質獎的各項要求，員工主動提出了不少改善的方案。

總體而言，優質獎的評審標準有以下各種特性：鼓勵系統化管理方法，提供一套自我評審的工具，和促進借鑑公司內外的成績。由評審員編寫的回饋報告，也為公司提供有用的評價，指出需要改善的地方。

地鐵公司關注公益，經常支持及捐助本地慈善活動。
The Corporation is a caring organization who constantly supports and donates to local charities.

綜合管理系統

在獲得優質獎之後，地鐵公司重新檢討評審標準和其他管理系統和理念。 地鐵認為ISO 9000為品質保証提供一個良好基礎，而ISO 9000的2000年版本，將會注入新的元素，成為朝著全面品質管理發展的踏腳石，但新版的ISO 9000仍然沒有提過如何融合兩個系統的方法。 而全面品質管理的理念本身，則缺乏一個架構去方便推行，故此難以長久維持。

地鐵公司認為，香港管理專業協會的優質獎標準為全面品質管理的理念建立一個架構。 但這些標準基本上只可作為一張用作審核的清單，它只提出「要」些什麼，但沒有說明「怎樣」去達到目的。 對已經獲得ISO 9000的公司來說，香港管理專業協會的優質獎標準可能是下一個品質管理道路上的里程碑。 但是，許多公司面臨的挑戰，卻是不斷增加的各種系統要求，例如ISO 14000，SA8000，QS 9000，健康及安全要求，與及特定行業的規例。

基於上述分析，地鐵公司認為有需要尋找一套足以集合所有顧客和法規要求的系統。在這個基礎上，地鐵發展了一套綜合管理系統。利用這套綜合管理系統，公司首先鑑定每套所需實施的系統的要求，例如 ISO 9000、健康及安全、或 ISO 14000 等。 經過分析後，類似的系統要求會被分別組合起來，最終目的是將各個組別的要求統一寫在

example, ISO 14000, SA 8000, QS 9000, health and safety requirements, and industry specific regulations.

MTR considers it necessary to search for a management approach which has the power to integrating all the systems the Corporation must incorporate to meet customer and regulatory requirements. On this basis, the Operations Division of the Corporation has taken the lead to develop and implement an Integrated Management System (IMS). Under the IMS, all the requirements specific to any system, such as ISO 9000, health and safety, or ISO 14000, are identified. These requirements are then analyzed and similar ones grouped together. The aim is to integrate various relevant requirements under one procedure, the total number of procedures being therefore greatly reduced.

In order to make this system work, an efficient and effective information sharing system will be installed in the Operations Division. In fact, it is reported that the Operations Division has saved 1 million pages of controlled document after implementing IMS.

Advice for SMEs

SMEs, or companies that are at the early stage of implementing quality management philosophies, should not blindly take the complete HKMA Award criteria all at once. They should focus on core business before making improvements.

聆聽及滿足顧客的需求，是地鐵公司取得優質表現的關鍵。
Listening to our customers and servicing their needs are how we achieve quality at the MTR.

These companies should have a clear understanding of the award criteria and evaluate the relevance of these criteria to their operations. If they decide to go ahead, they should set priorities, make plans and determine targets. A step by step approach is preferable to tackling all the criteria simultaneously.

地鐵公司鼓勵員工積極參與社區及慈善活動。
MTR staff is encouraged to participate in community and charity endeavours.

一個程序之下。 利用這個方法，程序的數目會大為減少。

要達致預期效果，各有關部門要共同努力，徹底地檢討所有程序，此外，還要有一個有效率和勝任的共用資訊系統。 事實上，地鐵公司表示，在實施綜合管理系統以來，公司已省下一百萬張用作受控文件的紙張。到目前為止，超過一半的運作已經納入綜合管理系統之內，地鐵公司計劃在2000年全面實施這套新的管理系統。

給中小型企業的意見

對中小型企業，或者剛開始推行品質管理理念的公司來說，它們不應盲目地一下子就全面採納香港管理專業協會優質獎的所有標準。 它們應專注於自己的核心業務，並且在這個基礎上逐步改善。

公司應該清楚了解評審標準，評估這些標準與公司的運作有何適用之處。 如果公司決定實施這些標準，它最好訂下先後次序，制訂計劃和指標。 一個按步就班的進程，遠比一下子就希望全面推行所有標準的做法為佳。

Useful Contacts

有關聯繫

appendix A

1   Individual copies of the Criteria booklets can be obtained free of charge from:

Baldrige National Quality Program
National Institute of Standards and Technology
Administration Building, Room A635
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020, USA
Fax: (301) 948-3716
E-mail: nqp@nist.gov
Web Address: http://www.quality.nist.gov

2   The application procedures and details of the HKMA Quality Award can be obtained from:

The Award Secretariat
HKMA Quality Award
The Hong Kong Management Association
Top Floor Unit M
Phase III Kaiser Estate
11 Hok Yuen Street
Hung Hom, Kowloon
Hong Kong
Tel: 27748569
Fax: 27650991

3   Training on detailed requirements of and application strategies for HKMA Quality Award is available.
Details can be obtained from:

Dr. K.S. Chin, Department of Manufacturing Engineering and Engineering Management,
City University of Hong Kong, Kowloon, Hong Kong, Tel: 27888306, or

Dr. T.Y. Lee, University Industrial Centre,
The University of Hong Kong, Pokfulam Road, Hong Kong, Tel: 28592352.

Checklist for Self-Assessment

Checklist for Self-Assessment

This section contains a checklist designed to help organizations to get a broad idea of where they stand in relation to the Malcolm Baldrige National Quality Award Criteria. The questions are designed according to the author's understanding of the criteria and the experience of assessing applicants for the Hong Kong Management Association Quality Award which is based on the Malcolm Baldrige National Quality Award criteria.

People tend to be more lenient when evaluating their own system. The score that an organization gives itself may vary as much as 25% from the real award examiners. They tend to be tougher than the organization might be.

To respond to the questionnaire, simply read the question and tick the most appropriate answer. The scoring system is:

A. **Yes (completely)**
The statement is 100% true for the organization and is fully implemented in every function / area.

B. **Mostly**
The statement is mostly true for the organization and is being implemented in most major functions / areas.

C. **Somewhat**
Most of this statement is true for some (about half) of the functions / areas.

D. **Slightly**
The statement is only applied in a few limited areas.

E. **No (not at all)**
The organization has not even begun to use the approach or practice stated in the question.

自我評審清單

這個清單包含一系列的問題，幫助公司了解自己的管理制度與「鮑得理奇獎」評審標準的差距。 所有問題都是根據作者本身對評審標準的理解，與及為香港管理專業協會優質獎當評判的經驗而編寫。

一般人對評估自己的系統都會偏向于較為寬鬆，公司給自己的分數跟真正評審員的分數，可能相差多達百分之二十五，因為真正的評審員可能較為嚴謹。

要回答這些問題，只需了解每一條問題內容，然後選取一個最適合的答案。評分方法如下：

A. **是（完全地）**
有關問題完全切合本公司的情況，並且徹底推行至每一個部門。

B. **很大程度**
有關問題在很大程度上符合本公司的情況，而且在大多數主要部門中推行。

C. **中度**
有關問題相當符合本公司的情況，而且在一些部門中推行。

D. **稍微**
有關問題有限度地在本公司推行。

E. **不（完全沒有）**
本公司還未開始實施有關工作。

1 領導能力

1.1 公司的全體高層領導人是否親自和具
體地參與品質有關的活動？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.2 高層領導人之間有沒有一個有效的溝
通渠道？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.3 高層領導人如何清晰地制定價值觀、
預期表現指標、宏圖和使命？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.4 所制定的價值觀、預期表現指標、宏
圖和使命、是否以顧客及策略夥伴、
學習、和創意為主導？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.5 各級員工是否都有參與制定及傳達發
展方向、與及尋找發展機會？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.6 高層領導人有沒有採取有效的方法全
面地宣傳及加強價值觀、預期表現
指標、以顧客及策略夥伴為焦點、學
習、和創意？

A [ ] B [ ] C [ ] D [ ] E [ ]

1 Leadership

1.1 Are all senior leaders personally and visibly involved in quality-related activities?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.2 Is there an effective communication system among all senior leaders?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.3 Have the senior leaders clearly defined values, performance expectations, vision and missions?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.4 Are the values, performance expectations, vision and missions focused on customers and other stakeholders, learning, and innovation?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.5 Are all levels of employees involved in setting and communicating the organization's directions, and seeking future opportunities for the company?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.6 Do the senior leaders have an effective means to communicate and reinforce values, performance expectations, a focus on customer and other stakeholders, learning, and innovation throughout the organization?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.7 Do the senior leaders actively participate in performance reviews and use the results of such reviews for further decision making?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.8 Do the senior leaders evaluate and improve the leadership system, making reference to the organization's performance and employee feedback?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.9 Does the organization seriously comply with the current regulatory, legal, and ethical requirements and establish measures and targets for these requirements?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.10 Does the organization anticipate public concerns with the company's products, services, and operations and address these concerns in a proactive manner?

A [ ] B [ ] C [ ] D [ ] E [ ]

1.11 Do the senior leaders and employees support and strengthen their key communities?

A [ ] B [ ] C [ ] D [ ] E [ ]

2 Strategic Planning

2.1 In the strategy development process, does the organization seriously and comprehensively take the following factors into account? These factors are: customers; market requirements (including price); customer and market expectations; new opportunities; and competitive environment (including industry, market, and technological changes).

A [ ] B [ ] C [ ] D [ ] E [ ]

1.7 高層領導人有沒有主動地參與檢討表
現和利用有關檢討結果作為進一步的
決策基礎？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.8 高層領導人有沒有參考公司的表現及
雇員意見進行評估及改善領導系統？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.9 公司是否認真地履行法規、法例、
及道德要求，並且建立有關尺度及
目標？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.10 公司有沒有評估公眾對公司的產品、
服務、及運作的憂慮，並且主動地
作出適當的安排？

A [ ] B [ ] C [ ] D [ ] E [ ]

1.11 高層領導人和雇員是否支持及參予
社區活動？

A [ ] B [ ] C [ ] D [ ] E [ ]

2 策略計劃

2.1 在制定策略的過程中，公司有沒有認
真地及全面地考慮以下各種因素？這
些因素是：顧客，市場需要 (包括價
格)，顧客及市場期望，新的商機，
和競爭環境 (包括行業、市場、和科
技轉變)。

A [ ] B [ ] C [ ] D [ ] E [ ]

2.2 在制訂策略的過程中，公司有沒有顧
及財務及社會風險？

A [　]　B [　]　C [　]　D [　]　E [　]

2.3 在制訂策略的過程中，公司有沒有
認真地及全面地考慮以下因素，以尋
求或開創新的商機？這些因素是：
人力資源的能力和需要，科技和科技
管理，研究及開發，創新，和業務
流程。

A [　]　B [　]　C [　]　D [　]　E [　]

2.4 在制訂策略的過程中，公司有沒有考
慮供應商及／或夥伴的能力？

A [　]　B [　]　C [　]　D [　]　E [　]

2.5 公司有沒有根據整體策略，制定和調
整行動計劃 (包括：人力資源、主要
流程、表現尺度／指標、和其他資源)？

A [　]　B [　]　C [　]　D [　]　E [　]

2.6 公司是否根據既定計劃有效地監察
短期及長遠表現？

A [　]　B [　]　C [　]　D [　]　E [　]

2.7 公司有沒有根據行動計劃的實施情
況，為主要表現尺度作一個二至五年
的預測，並且將這些尺度與主要競爭
對手／借鑑標準作比較？

A [　]　B [　]　C [　]　D [　]　E [　]

2.2 Does the organization take into account the financial and
societal risks in the strategy development process?

A [　]　B [　]　C [　]　D [　]　E [　]

2.3 In the strategy development process, does the organization
seriously and comprehensively take the following factors into
account to seek or create new opportunities? These factors
are: human resource capabilities and needs; technology and
technology management; research and development;
innovation; and business processes.

A [　]　B [　]　C [　]　D [　]　E [　]

2.4 Does the organization take into account the supplier and/or
partner capabilities in the strategy development process?

A [　]　B [　]　C [　]　D [　]　E [　]

2.5 Does the organization derive action plans (human resource,
key processes, performance measures/indicators, and resources)
from and align them to the company's overall strategy?

A [　]　B [　]　C [　]　D [　]　E [　]

2.6 Does the organization effectively track the short- and long-
performance relative to plans?

A [　]　B [　]　C [　]　D [　]　E [　]

2.7 Does the organization have a two-to-five year projection of key
measures of performance based on the implementation of the
action plans, and compare these measures with key
competitors / benchmarks?

A [　]　B [　]　C [　]　D [　]　E [　]

2.8 When making the above comparisons, does the organization
make reasonable estimates/assumptions in projecting competitor
performance and/or benchmark data?

A [　]　B [　]　C [　]　D [　]　E [　]

3 Customer and Market Focus

3.1 Does the organization effectively learn from selected customers
and markets to support the organization's business needs and to
seek market opportunities? The customers and markets may
include customers of competitors, other potential customers, and
future markets.

A [　]　B [　]　C [　]　D [　]　E [　]

3.2 Does the organization adopt an effective means to determine
key product and service features, their relative importance/value
to customers, and new product, service, or market opportunities.

A [　]　B [　]　C [　]　D [　]　E [　]

3.3 Is key information from former and current customers and markets
(including customer retention and complaint information) used
in determining key product and service features?

A [　]　B [　]　C [　]　D [　]　E [　]

3.4 Does the organization actively evaluate and improve its approach
to listening to and learning from customers, potential customers
and markets?

A [　]　B [　]　C [　]　D [　]　E [　]

2.8 在作出上項比較的時侯，公司有沒有
對競爭對手的表現或借鑑標準的可能
走勢作一個合理的估計／假設？

A [　]　B [　]　C [　]　D [　]　E [　]

3 顧客及市場焦點

3.1 公司是否有效地向有關的顧客及市場
學習，以支持公司的業務需要及尋找
市場機會？這些顧客和市場可包括競
爭對手的顧客、潛在的顧客、和有待
發展的市場。

A [　]　B [　]　C [　]　D [　]　E [　]

3.2 公司有沒有採取有效方法，以決定主
要產品和服務的特性、它們對顧客
的重要性和價值，與及決定新產品、
服務、或市場機會？

A [　]　B [　]　C [　]　D [　]　E [　]

3.3 公司有沒有利用從過去及現在的顧客
或市場上收集關鍵資訊 (包括顧客流
失和投訴的資訊)，以確定主要產品和
服務的特質？

A [　]　B [　]　C [　]　D [　]　E [　]

3.4 公司是否主動地檢討及改善所聽取的
顧客意見、向顧客學習的方法和渠道？
(顧客包括真正顧客，潛在顧客和市場)

A [　]　B [　]　C [　]　D [　]　E [　]

3.5 公司是否採取有效措施以決定接觸顧客的需要，並將這些需要通知有關員工、及檢討和改善這些接觸顧客的方法？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

3.6 公司有沒有一個有效系統收集顧客的需要及應採取行動的意見 (包括投訴)？這些意見及投訴是否即時有效地由有關部門處理？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

3.7 除了顧客投訴，公司有沒有建立程序、指標及有效資訊來源，以決定不同類型的顧客是否滿意？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

3.8 公司有沒有採取有效措施促使顧客對公司忠誠、向人推介公司產品、和建立顧客關係？ 這些措施是否會隨著業務需要和策略改變而檢討、改善、與更新？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4 資料和分析

4.1 公司有沒有確定與業務流程及行動計劃有關的資料和數據 (財務及非財務數據)？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

3.5 Does the organization take effective steps to determine customer contact requirements, deploy the requirements to all employees concerned, and evaluate and improve customer contact performance?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

3.6 Does the organization have a system to collect prompt and actionable feedback (including complaints) from the customers? Are the feedback/complaints resolved promptly and effectively by all relevant units?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

3.7 Besides customer complaints, has the organization established processes, measurements, and reliable source of information to determine satisfaction and dissatisfaction for different customer groups?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

3.8 Does the organization implement effective methods to build loyalty, positive referral, and relationships with its customers? Are these methods evaluated, improved and kept current with changing business needs and strategies?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4 Information and Analysis

4.1 Has the organization defined the main types of information and data (financial and non-financial) relevant to key company processes and action plan?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.2 Has the organization determined the needs, priorities and criteria for comparative information and data based on key company processes, action plans, and opportunities for improvement?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.3 Are the information and data effectively and reliably deployed to all potential users for the evaluation key processes, review of targets, and stimulation of innovation?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.4 Does the organization evaluate and improve the deployment, effectiveness of use, and priorities and criteria for selection of the information and data?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.5 Does the organization integrate and analyze performance data collected from all parts of its key areas to assess overall company performance?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.6 Does the organization effectively integrate and analyze principal financial and non-financial measures to determine: customer-related performance, operational performance (including human resource and product/service performance), competitive performance, and financial and market-related performance?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.2 公司有沒有就主要業務流程、行動計劃及改善的需要，確立用作借鑑及比較的資料及數據，並且訂出對這些資料和數據的具體需要、重要性及標準？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.3 上述的資料及數據是否有效及可靠地傳達到所有有關部門，用作評核主要流程、檢討目標、和鼓勵創新？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.4 公司有沒有評核及改良有關資料和數據的發佈、效用、重要性和選擇準則？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.5 公司有沒有綜合和分析所有主要表現數據以評估公司的整體表現？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.6 公司是否有效地綜合和分析主要財務及非財務成績，以決定與顧客有關的表現、營運表現 (包括人力資源和產品／服務表現)、競爭性表現、財務和市場有關的表現？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.7 公司有沒有經常檢討有關表現的尺度，以評估它在推動行動計劃、目標、和更新業務需要等方面的表現？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.8 上述檢討結果，是否會用作調整改善的優先次序、資源分配、和革新需要？這些結果，又是否有效地傳達至所有部門，如有需要的話，甚至供應商和業務夥伴？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5 人力資源焦點

5.1 公司是否有一個系統鼓勵員工(經理、主管和工人) 為設計、管理、和改善工作程序作出貢獻？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.2 公司是否有一個系統保證各工作單位、組別和地區之間的溝通、合作、與及知識和技術的分享？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.3 公司是否有一個保證靈活、快速的系統以學習處理當前和轉變中的顧客需要、營運需要和業務需要？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.7 Does the organization regularly review the relevant performance measures to assess the its performance in terms of progress relative to action plans, goals, and changing business needs?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

4.8 Are the review findings translated into priorities for improvement, decisions on resource allocation, and opportunities for innovation? Are these findings effectively deployed throughout the organization and, as appropriate, to the suppliers and/or business partners?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5 Human Resource Focus

5.1 Does the organization have a system to encourage the employees (managers, supervisors, and workers) to contribute to the design, management, and improvement of work processes?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.2 Does the organization have a system to ensure communication, cooperation, and knowledge and skill sharing across work functions, units, and locations?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.3 Does the organization have a system to ensure flexibility, rapid response, and learning in addressing current and changing customer, operational, and business requirements?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.4 Does the organization's compensation, recognition and recruitment approaches for employees (managers, supervisors, and workers) reinforce overall organizational objectives for customer satisfaction, performance improvement, and learning (for both employee and organization)?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.5 Does the organization implement effective training and education schemes to support the organization's key action plans and address organizational needs (including long-term objectives for employee development, and for leadership development of employees)?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.6 Are education and training designed to support the organization's work systems (including providing orientation training for new employees, reinforcing knowledge and skills on the job, and seeking input from employees and their supervisors/managers in designing the education and training schemes)?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.7 Does the organization effectively evaluate and improve education and training, taking into account organizational and employee performance, employee development and learning objectives, leadership development, and other appropriate factors?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.8 Does the organization set key measures and targets for health, safety, and ergonomics to maintain and improve work environment? Are the employees involved in establishing these measures and targets?

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.4 公司對雇員 (經理、主管和工人) 的薪津和嘉許制度是否能夠增強公司的各項目標，包括：顧客滿意、改善表現和學習 (雇員和公司)？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.5 公司有沒有實施有效的訓練和教育制度支持公司的主要行動計劃及滿足公司的需要 (包括雇員發展、和提高雇員的領導能力等長遠目標)？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.6 雇員的教育和訓練是不是為了公司的工作系統而設計？(包括：為新入職員工提供定向訓練、安排在職訓練加強員工的知識及技術、與及在設計教育和訓練計劃時汲取員工和主管/經理的意見)。

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.7 公司是否根據全公司和員工的表現、雇員的發展和學習目標、領導能力發展、與及其他有關因素，有效地評估和改善教育和訓練？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.8 公司有沒有制訂健康、安全和人體工程學等各方面的尺度和目標，以維持和改善工作環境？雇員有沒有參予制定這些尺度和目標？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.9　公司有沒有為全體雇員的福利、滿
意、和動力建立及加強工作氣氛？公
司有沒有提供服務、利益、和行動
支持雇員？雇員有沒有被鼓勵、推動
發展和利用他們的全部潛能？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.10　公司是否關注到影響雇員福利、滿意
和動力的主要因素？公司是否把雇員
的福利、滿意和動力連繫到公司的業
務成績／目標，以認明改善的次序？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6　程序管理

6.1　日新月異的顧客需要、市場需要和
科技，是否有效地和及時地在產品和
服務的設計中反映出來？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6.2　生產／服務程序的設計，能否滿足
顧客、品質、和營運表現的要求？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6.3　生產／服務的程序是否有足夠的協調
和測試，以保證產品／服務能完滿和及
時地推出和運送到市場？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

5.9　Does the organization build and enhance its work climate for the well-being, satisfaction, and motivation of all employees? Does the company provide services, benefits, and actions to support employees? Are employees encouraged and motivated to develop and utilize their full potential?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

5.10　Does the organization determine key factors that affect employee well-being, satisfaction, and motivation? Does the organization relate employee well-being, satisfaction, and motivation results to key business results/objectives to identify improvement priorities?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6　Process management

6.1　Are changing customer and market requirements and technology effectively and timely incorporated into product and service designs?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.2　Are production/delivery processes designed to meet customer, quality, and operational performance requirements?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.3　Are design and production/delivery processes coordinated and tested to ensure trouble-free and timely introduction and delivery of products and services?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.4　Does the organization have a clear and comprehensive account of the key processes and their requirements?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.5　Does the organization effectively manage the processes to maintain process performance and to ensure products and services will meet customer and operational requirements?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.6　Are the design and production/delivery processes actively evaluated and improved to achieve better performance (including improvements to products and services, transfer of learning to other organizational units and projects, and reduced cycle time)?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.7　Does the organization have a clear account of the key support processes? Are the key requirements of these support processes clearly defined? Are these support processes effectively designed and implemented to meet customer, quality, and operational performance requirements?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.8　Are the key support processes effectively managed to maintain process performance and to ensure results will meet customer and operational requirements? Are these support processes evaluated and improved to achieve better performance?

A [ ]　　B [ ]　　C [ ]　　D [ ]　　E [ ]

6.4　公司的主要程序及其要求是否清晰
和完整的規格？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6.5　公司是否有效地管理各個程序，以維
持程序的表現及保證產品和服務滿足
顧客和營運的要求？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6.6　設計和生產／服務程序是否經常檢討
及改善以期達到更佳表現？（包括改
善產品和服務、將經驗傳授到各有關
部門、和縮短周期）

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6.7　公司是否有一個關于其主要支援程序
的清晰概念？這些支援程序的要求有
沒有清楚界定？這些支援程序是否有
效地設計及推行以滿足顧客、品質、
和營運表現的要求？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6.8　上述的主要支援程序是否有效地管
理，以維持表現及保證其成效可滿足
顧客及營運要求？這些支援程序有沒
有檢討及改善，以期達到更佳表現？

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

6.9 公司有沒有一個系統設計及實施與供應商及夥伴有關的程序，以達到公司整體表現的要求，與及幫助供應商及夥伴滿足這些要求？

A [ ] B [ ] C [ ] D [ ] E [ ]

6.10 公司有沒有利用一些尺度、預期表現水平、獎勵計劃、和意見評核供應商和夥伴，以保證公司的表現可達到要求？

A [ ] B [ ] C [ ] D [ ] E [ ]

7 業務成績

公司需要訂立尺度或指標，與及決定自己的表現是否達到相當水平，並且展示合理趨勢。本欄開列五個主要方面的成績，評分方法如下：

A 成績非常滿意，過去幾年的發展趨勢亦十分正面和驕人。
B 成績相當滿意，過去幾年的發展平穩。
C 成績滿意，近年發展一般。
D 成績普通，發展趨勢不明朗。
E 成績低於市場平均，發展走勢負面。

7.1 顧客滿意成績

7.1.1 顧客滿意、不滿意及相對于競爭對手的有關成績？(40)

A [ ] B [ ] C [ ] D [ ] E [ ]

6.9 Does the organization have a system to design and implement supplier and partnering processes to meet overall performance requirements and help suppliers and partners to meet these requirements?

A [ ] B [ ] C [ ] D [ ] E [ ]

6.10 Does the organization evaluate suppliers and partners by means of key measures, expected performance levels, incentive systems, and providing feedback so as to ensure that the organization's performance requirements are met?

A [ ] B [ ] C [ ] D [ ] E [ ]

7 Business Results

The organization is required to assess its business results classified under five major areas. The scoring system is:

A The results are excellent: The results of recent year have demonstrated prominent trends of development.
B The results are very good: There is steady improvement in recent years.
C The results are satisfactory: The development in recent years is average.
D The results are fair: The development is uncertain.
E The results are below average: The trend of development is negative.

Do the organization's performance data show current levels and exhibit reasonable trends in the key measures and/or indicators including:

7.1 Customer focused results

7.1.1 customer satisfaction, dissatisfaction, and satisfaction relative to competitors? (40)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.1.2 customer loyalty, positive referral, customer-perceived value, and/or customer relationship building? (40)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.1.3 key measures and/or indicators of product and service performance? (35)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.2 Financial and market results

7.2.1 financial performance: return on equity, return on investment, operating margins, pre-tax profit margin, earning per share, profit forecast reliability, and other liquidity and financial activity measures? (50)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.2.2 marketplace performance: market share measures of business growth, new product and geography markets entered, and percent new product sales (as appropriate)? (50)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.2.3 comparative data: industry best, best competitor, industry average, and appropriate benchmarks? (15)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.3 Human resource results

7.3.1 generic factors: safety, absenteeism, turnover, and satisfaction? (30)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.1.2 顧客的忠誠、向人推介、認同物有所值、和建立關係的成績？(40)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.1.3 產品和服務表現的主要尺度和指數的成績？(35)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.2 財務和市場成績

7.2.1 財務表現：本金回報、投資回報、營運收益、稅前邊際利潤、股息、利潤預測可靠性、與及其他流動資產和財務活動的指數？(50)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.2.2 市場表現：業務增長的市場佔有率指數、進入新產品及地區的市場、及新產品的銷售比率 (如適用)？(50)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.2.3 比較數據：行業最優位置、最強競爭者、行業平均指數、及適當的借鑑標準？(50)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.3 人力資源成績

7.3.1 一般因素：安全、員工缺席率、員工流動率、和員工滿意程度？(30)

A [ ] B [ ] C [ ] D [ ] E [ ]

7.3.2 業務或公司特有因素：通常用於行業中的因素，或公司為了量度進度而獨自創立的因素？(30)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.3.2 business- or company-specific factors: those factors commonly used in the industry or created by the organization for the purpose of tracking progress? (30)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.3.3 比較資料：與外間機構比較的有關表現尺度 - 員工缺席率、員工流動率等？(20)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.3.3 comparative information: absenteeism, turnover, etc. in comparison with relevant external measures of performance? (20)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.4 供應商和夥伴成績

7.4.1 供應商和夥伴對公司的貢獻：節省成本，減少損耗、浪費、或重做？(15)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.4 Supplier and partner results

7.4.1 suppliers and partners contribute to the company: cost savings, reduction in scrap, waste, or rework? (15)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.4.2 與業內、業外比較的資料？(10)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.4.2 comparative information? (10)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5 公司特有成績

7.5.1 各主要工作部門、產品 / 服務部門和支援部門的生產力和營運效能的成績？(25)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5 Organizational effectiveness results

7.5.1 measures of productivity and operational effectiveness in all key areas, product/service delivery areas and support areas? (25)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.2 產品 / 服務表現與顧客滿意 (見7.1項) 的相互關係(25)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.2 the correlation between product/service performance and customer indicators (as shown in 7.1 above)? (25)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.3 product/service performance: internal (company) measurements, field performance, data collected by the company or on behalf of the company, customer survey on product and service performance? (25)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.4 operational effectiveness: environmental improvements reflected in emission levels, waste stream reductions, by-product use, and recycling; responsiveness indicators such as cycle time, lead times, and set-up times; process assessment results such as customer assessment or third party assessment (such as ISO 9000); and business specific indicators such as innovation rates, innovation effectiveness, cost reduction through innovation, time to market, product/process yield, complete and accurate shipment, and measures of strategic goal achievement? (20)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.5 comparative data: industry best, best competitor, industry average, and appropriate benchmarks (derived from independent surveys, studies, laboratory testing, or other sources)? (20)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.3 產品 / 服務表現：公司內部數據、實地表現、由公司收集或其他機構代為收集的數據、顧客對產品和服務表現的評價調查？(25)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.4 營運效能：從排放水平反映出來的環境改善情況、廢物的減少、副產品再用、和循環再用；快速回應指標，例如周期、由訂單到交付時間、和前期工序時間；程序評審成績，例如顧客評審或第三者評審 (如ISO 9000)；營運有關指標，例如創新率、創新效果、由創新引致降低成本、推出市場的時間、產品 / 服務程序效益、完滿和準確發貨、達成策略目標指數？(20)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

7.5.5 比較數據：行業最優、最強競爭者、行業平均、和適當的標準借鑑 (源自獨立調查、研究、實驗室測試、或其他) (20)

A [ ]　B [ ]　C [ ]　D [ ]　E [ ]

8 計算積分

以上1至6組每題「最高分數」為10分，第7組最高分數則列于有關括號內。另外A至E各級「比率」為：A = 1；B = 0.75；C = 0.50；D = 0.25；E = 0

計算每題得分的方法是將每題「最高分數」乘「比率」，然後將所有題目得分加起來，便是總得分。以下等級標準可用作評估公司的成績：

760 - 1000分：有機會獲得「鮑得理奇獎」或香港管理專業協會優質獎。

600 - 750分：你應該在需要改善的地方繼續努力，大概需時一至三年便可達到獲獎水平。

400 - 590分：你需要做大量工作去改善管理系統，以期在二至三年內達到獲獎水平。

300 - 390分：你有一個良好的基礎，但需要改善你的方法，並且在全公司貫徹推行。

299分以下：為了改善公司的表現，你需要做大量工作。不要忘記，世界上有很多公司都在這個級別，如果你致力全面改善工作，現在還是適當時機。

8 Calculation of Scores

The maximum score for questions under Sections 1 to 6 is 10 points. The maximum points for questions under Section 7 are shown in the bracket after each question. Multiply the maximum points with the percentage corresponding to A, B, C, D, or E according to the following scale.

A = 1；B = 0.75；C = 0.50；D = 0.25；E = 0

The final score is the sum of individual points. The following scale may be used to interpret your final score.

751 - 1000 points: Potential Malcolm Baldrige National Quality Award or HKMA Quality Award winner.

600 - 750 points: You should work on the areas needing improvement and may take one to three years to reach the winner status.

400 - 590 points: You may need to do a great deal of work to improve your system in order to reach the winner status in two to three years.

300 - 390 points: You have the foundation of a good system in place, but need to refine your approaches and penetrate through the organization.

299 points or below: You have a great deal of work to do to improve the performance of the organization. However, a good number of firms worldwide probably fall into this category. It is never too late to start making improvement in all key areas.

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李博士是香港大學科技支援中心主任，澳洲昆士蘭大學工科博士，Deakin University 工管碩士，香港大學工程碩士和香港理工學院院士；英國註冊 ISO 9000 系統審核員，英國和澳洲特許工程師。李先生曾在香港、新加坡和澳洲工作多年，活躍於品質管理方面的研究和實踐工作，近年多次為政府品質獎 (1994-1997) 及香港管理專業協會之優質管理獎當評判 (1997-2000)。

Dr. Tat Y. Lee is Director of Technology Support Centre, The University of Hong Kong. He has a Ph.D. degree from The University of Queensland, an MBA from Deakin University, an M.Sc. in Engineering from The University of Hong Kong, and an Associateship from the Hong Kong Polytechnic.

Dr. Lee is an active practitioner in quality management. His experience includes advising and assessing quality management systems based on ISO 9000, TQM and Malcolm Baldrige for renowned manufacturing, health care, and service organizations. Dr. Lee was a member of the judging panel for the Hong Kong Award for Industry: Quality from 1994 to 1997. He has been the Chairman of the Board of Examiners for HKMA Quality Award since 1997.

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