



EVALUATION CRITERIA: MANUFACTURER

*2018 Manufacturer &
Distributor of the Year*

MANUFACTURERS ASSOCIATION OF FLORIDA (MAF)

2018 EVALUATION CRITERIA

MANUFACTURER OF THE YEAR

Semi-finalists for Manufacturer of the Year undergo a rigorous evaluation, by a team of MAF judges, of key business practices important to business success and excellence. The evaluation covers six categories: Leadership; Strategic Planning; Customers and Markets; Measurement, Analysis & Knowledge Management; Workforce; and Operations. If you are a semi-finalist, judges will visit your facility for a tour and an interview, a process that takes about 2.5 hours.

The agenda for the MAF judges on-site visit:

- ❖ First 30 minutes – Company presents an overview incorporating the evaluation criteria
- ❖ 60-90 minutes – Facility tour highlighting issues pertinent to evaluation criteria
- ❖ Last 30 minutes - Question and answer period for judges and key company personnel

Note: *The judging process, including the judges' optional site visit, is not intended to seek or reveal confidential, proprietary, or sensitive information. The judges' 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. Applicants that obtain finalist or winner status and are MAF members will also be granted the MAF Seal of Excellence to promote their company.*

You may be asked the following questions during your evaluation.

1. Leadership

- How do you...
 - Set company values and vision, communicate these to employees, and show leadership commitment?
 - Create an environment for learning, performance improvement, and innovation to guide and sustain your organization?
 - Communicate with your workforce to encourage customer and business focus and high performance?
 - Fulfill societal responsibilities, including those to your employees, customers, community and the environment?
- What is your active involvement in...
 - Supporting the manufacturing and supplier community?
 - Educating the public, government officials and community leaders about the value of manufacturing?
 - Promoting relationships with the educational community to enhance student/parent/teacher perceptions and knowledge of manufacturing careers?
 - Promoting an environment for, and demonstrating your commitment to, legal, moral and ethical behavior at all levels?

2. Strategic Planning

- How do you...
 - Use data and information to determine and address strategic opportunities, challenges and advantages?
 - Determine key processes and competencies for making decisions about core competencies and outsourcing?
 - Convert strategic objectives into action plans and communicate these?
 - Make sure employees focus on your objectives and goals and understand how their jobs contribute?
 - Know if you are making progress towards your goals?
 - Make course corrections when needed?
 - Plan for investments in new technology?
 - Engage, and appeal to, a multi-generational, multi-cultural workforce?
 - Ensure that sufficient knowledge transfer takes place to avoid work disruption in the face of retirements?
 - Forecast and plan for market shifts?

3. Customers & Markets

- How do you...
 - Solicit feedback from your customers?
 - Anticipate customer needs?
 - Determine customer requirements for products/services?
 - Communicate with your customers?
 - Build, maintain and nurture customer relationships?
 - Add value to your product for the customer?
 - Manage and meet deadlines?
 - Manage and resolve customer concerns and complaints and regain their confidence?
 - Develop new domestic and international markets?

4. Measurement, Analysis, & Knowledge Management

- How do you...
 - Measure, analyze, review, and improve performance through the use of data and information at **all** levels and in **all** parts of your organization?
 - Use the information you gain through review of your performance measures?
 - Select and use comparative data and information to make decisions?
 - Identify internal and external best practices and duplicate them where appropriate?
 - Build and manage knowledge assets?
 - Ensure the quality and availability of needed data and information for your workforce, suppliers, partners, collaborators, and customers?

5. Workforce

- How do you...
 - Manage workforce capability and capacity to accomplish the work of the business?
 - Recruit, hire, place, and retain new workforce members?
 - Incorporate interns or apprentices into your workplace?
 - Communicate hiring preferences?
 - Engage with your local education community to communicate your workforce needs?
 - Engage, recognize and reward your workforce to gain their commitment to achieve higher performance?
 - Educate, train and develop your workforce to achieve high performance?
 - Manage effective career progression and succession planning?
 - Assess workforce engagement and use the results to achieve high performance?
 - Respect diversity?
 - Develop realistic achievement goals for employees to minimize excessive, undue stress?
 - Encourage workforce involvement in product refinement, new and enhanced market development, and work condition improvement strategies?
 - Promote and encourage workforce safety, including ergonomics?
 - Challenge employees to be their best?

6. Operations

- How do you...
 - Design your products/services and the key work processes that deliver these?
 - Determine key product/service requirements and key work process requirements?
 - Manage, measure, and improve work processes and support processes to improve performance and reduce variability?
 - Control the overall costs of your operations?
 - Set expectations for suppliers?
 - Manage supplier performance?
 - Provide a safe operating environment and ensure workplace preparedness for disasters and emergencies?
 - Plan for business continuity in the event of a disaster or emergency?
 - Maintain environmental compliance?
 - Promote reuse, recycling, energy efficiency, waste minimization and conservation in your operations?