



Management Association of Pakistan

*"To Lead the Change Process towards Best Management Practices"*

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# 41<sup>st</sup> Corporate Excellence Awards

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*(New Enhanced)*  
*Questionnaire for Appraisal of Management Practices*

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To be submitted by: July 6, 2026  
Processing Fee applicable: Rs. 35,000/-

Company Name: \_\_\_\_\_

Approved by: \_\_\_\_\_

Name & Designation: \_\_\_\_\_

## **Instructions**

- 1. For your convenience, a Word version of the Questionnaire is provided for completion.***
- 2. A cover letter on the company's letterhead, signed by the authorized signatory, must accompany the submission.***
- 3. You are requested to respond to all questions and send the duly completed questionnaire with name, designation and signature of approving authority.***
- 4. Any questionnaire not meeting these criteria will be deemed invalid.***
- 5. Please attach a cheque for the applicable processing fee of Rs. 35,000/- payable to the Management Association of Pakistan.***
- 6. Soft copies should be emailed to [programs@mappk.org](mailto:programs@mappk.org) and [mapmis@mappk.org](mailto:mapmis@mappk.org). Hard copies must be couriered to the address provided below.***

**Executive Director - Management Association of Pakistan**

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Each of the above 9 parts of the questionnaire are designed to briefly and sharply capture practices at 4 key levels:

1. Strategic thought and consistency
2. Operational excellence
3. Measurable impact, and
4. Future ready sustainability.



## Part 1: Human Capital Development (20%)

### Purpose:

This section evaluates how the organization manages its people as a strategic asset, translates HR priorities into management practices, generates measurable value through its workforce, and builds capabilities for future competitiveness.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe the organization's people strategy and how it supports overall business strategy and long-term organizational goals.**

#### Suggested aspects may include:

- Workforce planning linked to business growth, transformation, or succession needs
- Leadership pipeline and succession philosophy for critical positions
- Talent priorities such as retention, capability building, diversity, or culture
- Role of senior leadership or Board in reviewing people strategy
- Planning horizon where relevant (for example, annual, 3-year, or rolling workforce plans)

### Response:



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**2. Operational**

**How is the HR strategy translated into day-to-day systems, processes, and people practices across the organization?**

**Suggested aspects may include:**

- Recruitment, onboarding, and workforce deployment processes
- Performance management and goal-setting systems
- Training, learning, and leadership development practices
- Employee engagement, communication, or feedback mechanisms
- Scope or coverage where relevant (for example, percentage of employees covered by appraisal, training, or succession systems)

**Response:**



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**3. Impact / Measurable Value**

**What measurable results have HR initiatives contributed to during the past 2–3 years?  
Please include key indicators where available.**

**Suggested aspects may include:**

- Employee retention or turnover trends
- Internal promotion rates or succession fill rates
- Employee engagement or satisfaction scores
- Training effectiveness, skill improvement, or productivity impact
- Reduction in absenteeism, vacancies, hiring cycle time, or critical talent gaps

**Response:**



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**4. Sustainability / Future Readiness**

**How is the organization preparing its workforce and leadership bench for future skill requirements, business changes, and new ways of working?**

**Suggested aspects may include:**

- Reskilling and upskilling for digital, AI, or evolving business needs
- Future workforce planning and critical capability identification
- Leadership development for the next generation
- Employee well-being, resilience, and culture-building efforts
- Planned investments, timelines, or capability-building priorities for the next 3–5 years

**Response:**



## Part 2: Strategic Planning (18%)

### Purpose:

This section evaluates how the organization formulates strategy, translates it into actionable priorities, generates measurable business value through execution, and builds resilience for future opportunities and uncertainties.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe the organization's strategic planning approach and how it shapes long-term direction and business priorities.**

#### Suggested aspects may include:

- Strategic planning horizon (for example, annual, 3-year, 5-year, or rolling plan)
- Role of Board and senior leadership in strategy formulation and review
- Alignment between strategic priorities, budgeting, and resource allocation
- Use of market, competitive, regulatory, or economic analysis in planning
- How strategy is communicated across the organization

### Response:



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**2. Operational**

**How is the strategy translated into implementation across the organization?**

**Suggested aspects may include:**

- Cascading of strategy into departmental objectives, KPIs, or scorecards
- Strategic initiatives, transformation programs, or annual business plans
- Frequency and structure of strategy review meetings
- Accountability mechanisms for tracking execution
- Coverage across functions or business units where relevant

**Response:**



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**3. Impact / Measurable Value**

**What measurable business outcomes have resulted from strategic initiatives during the past 2–3 years? Please include key indicators where available.**

**Suggested aspects may include:**

- Revenue growth, margin improvement, or cost optimization
- Market share gains or entry into new markets or segments
- New product or service launches
- Improvements in operational efficiency or customer outcomes linked to strategy
- Delivery rate of major strategic initiatives or milestones achieved

**Response:**



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**4. Sustainability / Future Readiness**

**How does the organization ensure that its strategy remains resilient, adaptive, and relevant for the future?**

**Suggested aspects may include:**

- Scenario planning, risk assessment, or contingency planning
- Strategic response to disruption, regulation, technology, or market shifts
- Innovation, capability-building, or digital transformation priorities
- Mechanisms for refreshing or realigning strategy over time
- Investments or strategic bets for the next 3–5 years

**Response:**



## Part3: Corporate Governance (12%)

### Purpose:

This section evaluates the effectiveness of the organization's governance framework, including Board oversight, transparency, accountability, ethical conduct, and the ability of governance systems to support sustainable organizational performance.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe the organization's corporate governance philosophy and how the Board provides strategic oversight and accountability.**

**Suggested aspects may include:**

- Role of the Board in guiding strategy, risk, and organizational performance
- Board composition, independence, and diversity of skills or experience
- Governance philosophy regarding transparency, ethics, and stakeholder accountability
- Structure and role of Board committees
- Frequency of Board review of major strategic or governance matters where relevant

**Response:**



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**2. Operational**

**How are governance policies and oversight mechanisms implemented in practice across the organization?**

**Suggested aspects may include:**

- Board and committee meeting processes and follow-up mechanisms
- Evaluation of Board, committee, or senior management effectiveness
- Internal controls, compliance systems, and risk oversight processes
- Whistleblower, grievance, or escalation mechanisms
- Governance reporting cadence, policy coverage, or areas subject to formal oversight

**Response:**



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**3. Impact / Measurable Value**

**What measurable improvements or outcomes have resulted from governance practices during the past 2–3 years? Please include key indicators where available.**

**Suggested aspects may include:**

- Strengthening of compliance, internal controls, or risk management outcomes
- Reduction in governance lapses, audit observations, or unresolved compliance issues
- Improvements in Board effectiveness or decision quality
- Stakeholder confidence, transparency, or reputation-related outcomes
- Number or trend of whistleblower cases reported, investigated, and resolved where relevant

**Response:**



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**4. Sustainability / Future Readiness**

**How is the organization strengthening its governance framework to address future risks, stakeholder expectations, and long-term sustainability?**

**Suggested aspects may include:**

- Board development, training, or succession planning
- Strengthening governance around ESG, digital risk, cybersecurity, or AI
- Enhancing Board diversity, independence, or capability mix
- Governance improvements for emerging business or regulatory risks
- Planned governance priorities or reforms over the next 3–5 years

**Response:**



## Part 4: Leadership (10%)

### Purpose:

This section evaluates how leadership shapes organizational direction, culture, decision-making, execution discipline, and the development of future leaders.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe how the organization's leadership defines and communicates vision, values, and strategic direction.**

**Suggested aspects may include:**

- Role of top leadership in setting vision, purpose, and priorities
- How vision and values are communicated across the organization
- Leadership alignment around strategic goals and organizational culture
- Leadership commitment to ethics, integrity, and responsible conduct
- Frequency or mechanisms of leadership communication where relevant

**Response:**



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**2. Operational**

**How do leaders translate vision and values into day-to-day management practices and organizational behavior?**

**Suggested aspects may include:**

- Leadership involvement in execution, transformation, or major change initiatives
- Decision-making processes during uncertainty, crisis, or opportunity
- Empowerment of teams, delegation, and cross-functional collaboration
- Leadership visibility and engagement with employees and stakeholders
- Participation rates, meeting structures, or organization-wide leadership forums where relevant

**Response:**



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**3. Impact / Measurable Value**

**What measurable improvements or organizational outcomes can be linked to leadership actions during the past 2–3 years? Please include key indicators where available.**

**Suggested aspects may include:**

- Improvement in employee engagement, trust, or retention
- Progress in transformation, innovation, or performance outcomes driven by leadership
- Internal promotion into leadership roles
- Improvement in teamwork, accountability, or execution discipline
- Leadership development participation, succession readiness, or capability outcomes

**Response:**



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**4. Sustainability / Future Readiness**

**How is the organization developing future leaders and strengthening leadership capacity for long-term success?**

**Suggested aspects may include:**

- Leadership development, mentoring, coaching, or executive education
- Succession planning for critical positions
- Identification and development of high-potential talent
- Leadership readiness for digital change, new business models, or future risks
- Leadership bench strength, internal fill rates, or planned capability priorities over the next 3–5 years

**Response:**



## Part 5: Customer & Market Focus (Marketing Effectiveness) (10%)

### Purpose:

This section evaluates how the organization understands its markets and customers, translates that understanding into value propositions and market actions, delivers measurable business results, and builds future market relevance and customer loyalty.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe how the organization understands its markets and customers, and how this shapes its competitive positioning and growth strategy.**

#### Suggested aspects may include:

- Market segmentation, target customer groups, or priority segments
- Customer value proposition and competitive differentiation
- Brand positioning and market strategy
- Use of market, customer, or competitor insight in strategic decisions
- Strategic growth priorities such as new segments, channels, products, or geographies

### Response:



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**2. Operational**

**How is market and customer strategy translated into marketing, sales, service, and channel practices across the organization?**

**Suggested aspects may include:**

- Product or service design informed by customer insight
- Pricing, channel, distribution, or service delivery approach
- Sales management, channel partner management, or customer relationship processes
- Customer experience, complaint handling, or service quality practices
- Use of digital marketing, CRM, analytics, or campaign management systems
- Coverage or usage indicators where relevant, such as digital lead share, customer response time, or service-level performance

**Response:**



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**3. Impact / Measurable Value**

**What measurable business results have marketing and customer-focused initiatives delivered during the past 2–3 years? Please include key indicators where available.**

**Suggested aspects may include:**

- Market share growth or improvement in competitive position
- Customer acquisition, retention, or repeat business trends
- Brand awareness, preference, NPS, or customer satisfaction scores
- Revenue contribution from new products, services, segments, or channels
- Sales productivity, conversion rates, campaign ROI, or reduction in complaints

**Response:**



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**4. Sustainability / Future Readiness**

**How is the organization strengthening its ability to anticipate changing customer needs and remain relevant in the market over the next 3–5 years?**

**Suggested aspects may include:**

- Investments in customer insight, analytics, or market research capability
- Innovation in products, services, channels, or customer experience
- Digital customer engagement and self-service platforms
- Plans to build brand equity, loyalty, or new market access
- Future priorities, capability gaps, or timelines for strengthening market responsiveness

**Response:**



## Part 6: Operations Excellence (10%)

### Purpose:

This section evaluates how the organization designs, manages, and improves its core operational processes to deliver efficiency, quality, reliability, responsiveness, and long-term operational resilience.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe the organization’s approach to operational excellence and how its operating model supports business strategy and customer value.**

#### Suggested aspects may include:

- Main operational priorities such as quality, efficiency, service, reliability, or innovation
- Alignment between operations strategy and business goals
- Role of leadership in setting operational priorities and performance expectations
- Use of benchmarking, standards, or best practices in operations
- Strategic choices regarding scale, service model, supply chain, delivery network, or capacity where relevant

### Response:



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**2. Operational**

**How are operational processes managed, monitored, and continuously improved across the organization?**

**Suggested aspects may include:**

- Process design, standardization, or quality management systems
- Performance monitoring through KPIs, dashboards, audits, or reviews
- Continuous improvement practices such as Lean, Six Sigma, workflow redesign, or service/process optimization
- Use of automation, digital tools, or operational technology
- Supplier, partner, branch, plant, field, or service network coordination where relevant
- Coverage, cycle times, service levels, utilization, or defect/error tracking where appropriate

**Response:**

**3. Impact / Measurable Value**

**What measurable improvements in operational performance have been achieved during the past 2–3 years? Please include key indicators where available.**

**Suggested aspects may include:**

- Productivity gains or cost efficiency improvements
- Reduction in cycle time, turnaround time, waiting time, or service delays
- Improvements in quality, defect rates, accuracy, reliability, or rework reduction
- Better capacity utilization, throughput, or asset/service productivity
- Reduction in incidents, complaints, downtime, losses, or operational waste



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**Response:**

**4. Sustainability / Future Readiness**

**How is the organization strengthening its operational capabilities to meet future growth, disruption, and performance demands over the next 3–5 years?**

**Suggested aspects may include:**

- Investments in automation, digitization, analytics, or process innovation
- Supply chain, service network, or operating model resilience
- Capacity expansion, flexibility, or scalability planning
- Operational risk preparedness, continuity, or resilience measures
- Future priorities, timelines, or capability gaps being addressed

**Response:**



## Part 7: Social Responsibility & Sustainability (8%)

### Purpose:

This section evaluates how the organization fulfils its responsibilities toward society, the environment, employees, and other stakeholders, and how these commitments are translated into measurable outcomes and long-term sustainability.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe the organization’s philosophy and strategic approach toward social responsibility and sustainability, and how it aligns with business purpose and stakeholder expectations.**

#### Suggested aspects may include:

- Overall approach to CSR, ESG, sustainability, or stakeholder responsibility
- Alignment of social responsibility with corporate values, strategy, or core business
- Role of leadership or Board in overseeing sustainability priorities
- Key stakeholder groups considered in planning
- Long-term priorities such as community impact, environmental stewardship, inclusion, safety, or ethical business conduct

### Response:



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**2. Operational**

**How are social responsibility and sustainability commitments implemented across the organization's operations, policies, and stakeholder relationships?**

**Suggested aspects may include:**

- Community engagement, education, health, inclusion, or development initiatives
- Environmental management practices such as energy, waste, emissions, water, or resource use
- Workplace health, safety, well-being, or diversity initiatives
- Responsible sourcing, supplier standards, or ethical business practices
- Employee participation or volunteerism where relevant
- Scope, coverage, participation rates, or operational compliance indicators where appropriate

**Response:**

**3. Impact / Measurable Value**

**What measurable outcomes have been achieved through the organization's social responsibility and sustainability efforts during the past 2–3 years? Please include key indicators where available.**

**Suggested aspects may include:**

- Reduction in waste, emissions, energy use, water use, or environmental incidents
- Community impact indicators such as beneficiaries reached, programs delivered, or outcomes achieved
- Improvements in workplace safety, well-being, diversity, or inclusion measures
- Certifications, compliance outcomes, or external recognition related to sustainability practices
- Tangible business or stakeholder benefits linked to responsible practices



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**Response:**

**4. Sustainability / Future Readiness**

**How is the organization strengthening its ability to create long-term social, environmental, and stakeholder value over the next 3–5 years?**

**Suggested aspects may include:**

- Long-term ESG, environmental, community, or inclusion targets
- Investment in sustainable processes, products, services, or business models
- Plans to strengthen stakeholder engagement, transparency, or reporting
- Integration of sustainability into future strategy, risk management, or innovation
- Key capability gaps, priorities, or milestones being addressed

**Response:**



## Part 8: IT & Digital Deployment (6%)

### Purpose:

This section evaluates how the organization uses information technology and digital capabilities to support business strategy, improve efficiency and decision-making, strengthen customer and stakeholder engagement, and build readiness for future competitiveness.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe how the organization's IT and digital strategy supports overall business objectives and long-term competitiveness.**

#### Suggested aspects may include:

- Role of IT and digital capability in business strategy and transformation
- Leadership oversight of IT, digital investment, and technology priorities
- Alignment between business goals and IT roadmaps or digital initiatives
- Strategic priorities such as digitization, analytics, automation, cybersecurity, or customer platforms
- Planning horizon, investment priorities, or major digital transformation themes where relevant

### Response:



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**2. Operational**

**How are IT systems and digital tools implemented and managed to support day-to-day operations, decision-making, and service delivery?**

**Suggested aspects may include:**

- Core enterprise systems supporting operations, finance, HR, service, or customer management
- Use of digital platforms, portals, apps, or self-service tools
- Data management, dashboards, MIS, or analytics capabilities
- IT governance, service management, cybersecurity, and information protection practices
- System availability, digital adoption, user coverage, service levels, or audit/review processes where appropriate

**Response:**

**3. Impact / Measurable Value**

**What measurable business improvements have resulted from IT and digital initiatives during the past 2–3 years? Please include key indicators where available.**

**Suggested aspects may include:**

- Efficiency gains, cost reduction, or productivity improvement
- Faster reporting, improved decision quality, or better data visibility
- Increase in digital transactions, self-service usage, or customer engagement
- Reduction in errors, downtime, turnaround time, or service disruption
- Return on digital investments, user adoption rates, or improvements in security/compliance outcomes



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**Response:**

**4. Sustainability / Future Readiness**

**How is the organization strengthening its IT and digital capabilities to meet future business needs and technological change over the next 3–5 years?**

**Suggested aspects may include:**

- Investment in emerging technologies, cloud, data, automation, or digital platforms
- Digital skills development and user capability building
- Strengthening cybersecurity, resilience, and business continuity
- Data architecture, interoperability, or scalability priorities
- Future roadmap, capability gaps, or milestones for digital maturity improvement

**Response:**



## Part 9: Artificial Intelligence – Use and Impact (6%)

### Purpose:

This section evaluates how the organization is approaching, deploying, and governing Artificial Intelligence to improve decision-making, efficiency, innovation, and future competitiveness. It reflects the new direction proposed for adding AI as a distinct ninth section in the enhanced framework.

### Guidance for Respondents:

Please limit responses to approximately **5–7 lines per question**.

Where relevant, responses may include **both qualitative practices and quantitative indicators** from the past **2–3 years**.

Supporting evidence may be requested during the evaluation interview.

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### 1. Strategic

**Describe the organization’s approach to Artificial Intelligence and how AI fits into its broader business, digital, or innovation strategy.**

#### Suggested aspects may include:

- Leadership view of AI as an efficiency, insight, innovation, or growth enabler
- Alignment of AI priorities with business strategy or digital transformation agenda
- Areas where AI is expected to create value, such as operations, customer engagement, risk, analytics, or product/service innovation
- Leadership or governance oversight of AI initiatives
- Strategic planning horizon, investment focus, or priority use cases where relevant

### Response:



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**2. Operational**

**How is AI currently being deployed or tested in business processes, decision-making, or service delivery?**

**Suggested aspects may include:**

- AI use cases in customer service, forecasting, analytics, fraud detection, risk management, HR, marketing, operations, or process automation
- Extent of deployment across functions, teams, or business units
- Integration of AI tools with existing systems, data, and workflows
- Use of external partners, vendors, or internal AI capability
- Governance practices related to data quality, model oversight, privacy, bias, or human review
- Adoption, usage, or coverage indicators where appropriate

**Response:**

**3. Impact / Measurable Value**

**What measurable outcomes have AI initiatives delivered during the past 2–3 years?  
Please include key indicators where available.**

**Suggested aspects may include:**

- Productivity improvement, time savings, or cost reduction
- Better forecasting, targeting, detection, or decision accuracy
- Increased customer responsiveness, service efficiency, or conversion
- Reduction in manual effort, error rates, losses, or processing time
- Revenue contribution, innovation outcomes, or ROI from AI-enabled initiatives



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**Response:**

**4. Sustainability / Future Readiness**

**How is the organization preparing to scale AI responsibly and build long-term capability over the next 3–5 years?**

**Suggested aspects may include:**

- AI skill-building, data literacy, or workforce readiness initiatives
- Investment in data infrastructure, platforms, or AI tools
- Governance for ethical use, privacy, bias, transparency, or accountability
- Plans to expand AI into new use cases, functions, or decision areas
- Future milestones, capability gaps, or priorities for responsible AI adoption

**Response:**