

# 2003 Organizational Self-Assessment Templates

Created by:

Instructors at the  
Laverne E. Weber  
Army National Guard  
Professional Education Center (PEC)  
Little Rock, AR

# Key Factors Worksheet

## Organizational Profile

### **P.1 Organizational Description**

#### **a. Organizational Environment**

**(1) Organization's main products and/or services:**

**What are the delivery mechanisms used to provide your products/services to your customers:**

**(2) Organizational context/culture: (Purpose, vision, mission, and values)**

Purpose:

Vision:

## Key Factors Worksheet Organizational Profile

Mission:

Values:

## Key Factors Worksheet Organizational Profile

### (3) Employee profile:

Education Level		
Workforce/job diversity		
Bargaining Units		
Use of Contract Employees		
Special Safety or Health Requirements		

### (4) Major technologies, equipment, and facilities:

Technologies	
Equipment	

## Key Factors Worksheet Organizational Profile

Facilities	
------------	--

**(5) Regulatory environment: (Unique laws or regulations which impact your operations- OSHA, Environmental, Special certifications, Accreditations, etc.)**

### **b. Organizational Relationships**

**(1) What is your organizational structure and governance system?**

**What are the reporting relationships among your stakeholders, senior leaders, and parent organization, as appropriate?**

## Key Factors Worksheet Organizational Profile

**(2) Key customer groups and/or market segments:**

<b>Key Customer Groups/Market Segments</b>	<b>Requirements for product/service</b>	<b>Expectations for product/service</b>

**What are the differences in these requirements and expectations among Customer groups and market segments?**

## Key Factors Worksheet Organizational Profile

**(3) What role does suppliers and distributors play in your value creation process:**

**What are your most important types of suppliers and distributors?**

**What are your most important types of supply chain requirements?**

**What are your key supplier and customer partnering relationships and communication mechanisms?**

# Key Factors Worksheet

## Organizational Profile

\*\*\*\*\*

### P.2 Organizational Challenges

#### a. Competitive Environment

(1) Competitive position:

A. Relative Size and Growth in your industry:

B. Numbers and Types of Competitors or like/similar organizations:

Any key changes that affect your competitive situation

## Key Factors Worksheet Organizational Profile

**(2) Principal factors that determine your success:**

**Any key changes that affect your competitive situation**

**(3) Key available comparative and competitive data**

**Any limitations**

### **b. Strategic Challenges**

**Operational:**

**Human Resource:**

**Business:**

## Key Factors Worksheet Organizational Profile

### **c. Performance Improvement System**

**(1) How do you maintain an organizational focus on performance improvement?**

**How do you evaluate and improve key process?**

**(2) What is your approach to organizational learning and sharing knowledge assets?**

1.0 LEADERSHIP APPROACH - DEPLOYMENT						
1.1 ORGANIZATIONAL LEADERSHIP (70 PTS.)						
1.1a SENIOR LEADERSHIP DIRECTION						
(1) HOW DO SENIOR LEADERS SET...	ORGANIZATIONAL VALUES-- HOW DOES IT RELATE TO CREATING VISION?	SHORT TERM DIRECTIONS (FRAMEWORK FOR STRATEGIC OBJ AND ACTION PLANS IN ITEM 2.1 & 2.2)		LONG TERM DIRECTIONS (FRAMEWORK FOR STRATEGIC OBJ AND ACTION PLANS IN ITEM 2.1 & 2.2)		PERFORMANCE EXPECTATIONS (FRAMEWORK FOR STRATEGIC OBJ AND ACTION PLANS IN ITEM 2.1 & 2.2)
	HOW DO SENIOR LEADERS DEPLOY ...					
HOW DO SENIOR LEADERS INCLUDE A FOCUS ON CREATING AND BALANCING VALUE FOR CUSTOMERS AND OTHER STAKEHOLDERS IN THEIR PERFORMANCE EXPECTATIONS						
HOW DO SENIOR LEADERS COMMUNICATE VALUES, DIRECTIONS, AND EXPECTATIONS THROUGH THE LEADERSHIP SYSTEM TO ALL EMPLOYEES:				HOW DO SENIOR LEADERS ENSURE TWO-WAY COMMUNICATION ON THESE TOPICS?		
(2) HOW DO SENIOR LEADERS CREATE AN ENVIRONMENT FOR...	EMPOWERMENT	INNOVATION	ORGANIZATIONAL AGILITY	ORGANIZATIONAL LEARNING	EMPLOYEE LEARNING	FOSTERS LEGAL & ETHICAL BEHAVIOR
1.1b. ORGANIZATIONAL GOVERNANCE						
HOW DOES YOUR ORGANIZATION ADDRESS KEY FACTORS IN YOUR GOVERNANCE SYSTEM?	-MANAGEMENT ACCOUNTABILITY FOR THE ORGANIZATIONS ACTIONS		-FISCAL ACCOUNTABILITY		-INDEPENDENCE IN INTERNAL AND EXTERNAL AUDIT	PROTECTION OF STAKEHOLDERS INTERESTS, AS APPROPRIATE
1.1c. ORGANIZATIONAL PERFORMANCE REVIEW						
(1)HOW DO SR LDRS REVIEW ORGANIZATIONAL PERFORMANCE AND CAPABILITIES?  REVIEWS SHOULD BY INFORMED BY PERFORMANCE ANALYSIS LINKED TO 4.1b AND GUIDED BY STRATEGIC OBJ AND ACTION PLANS IN 2.1 & 2.2	TO ASSESS ORGANIZATIONAL SUCCESS		TO ASSESS COMPETITIVE PERFORMANCE	TO ASSESS PROGRESS RELATIVE TO SHORT TERM GOALS	TO ASSESS PROGRESS RELATIVE TO LONG TERM GOALS	HOW DO THEY USE THESE REVIEWS TO ASSESS ORGANIZATIONAL CHANGING NEEDS
(2) WHAT ARE YOUR KEY PERFORMANCE MEASURES REGULARLY REVIEWED BY YOUR SENIOR LEADERS			WHAT ARE YOUR RECENT KEY PERFORMANCE REVIEW FINDINGS			
(3) HOW DO SR LDRS TRANSLATE ORGANIZATIONAL PERFORMANCE REVIEW FINDINGS INTO PRIORITIES FOR CONTINUOUS IMPROVEMENT OF KEY RESULTS INTO OPPORTUNITIES FOR IMPROVEMENT?		HOW ARE THESE PRIORITIES AND OPPORTUNITIES DEPLOYED?		HOW ARE THESE PRIORITIES AND OPPORTUNITIES DEPLOYED?		HOW ARE THESE PRIORITIES AND OPPORTUNITIES DEPLOYED TO SUPPLIERS AND PARTNERS TO ENSURE ALIGNMENT, AS APPROPRIATE?
(4) HOW DO YOU EVALUATE PERFORMANCE OF YOUR SR. LDRS?		HOW DO SR. LDRS USE PERFORMANCE REVIEW FINDINGS TO IMPROVE LEADERSHIP EFFECTIVENESS?			ARE EVALUATIONS SUPPORTED BY PEER REVIEWS, FORMAL PERFORMANCE MANAGEMENT REVIEWS (5.1b) AND/OR INFORMAL EMPLOYEE FEEDBACK SURVEYS?	
APIC LINKAGES	2.0	3.0	4.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

<b>1.0 LEADERSHIP (120 pts.) APPROACH - DEPLOYMENT</b>						
<b>1.2 SOCIAL RESPONSIBILITY (50 pts.)</b>						
<b>1.2a. RESPONSIBILITIES TO THE PUBLIC</b>						
(1) HOW DO ADDRESS IMPACTS ON SOCIETY FOR YOUR...  (SHOULD ADDRESS STRATEGIC DEVELOPMENT-ITEM 2.1 AND PROCESS MGT.-CATEGORY 6) PRODUCTS:	KEY PROCESSES	MEASURES	GOALS FOR REGULATORY REQUIREMENTS	GOALS FOR REGULATORY REQUIREMENTS	RISKS	
SERVICES:						
OPERATIONS:						
(2) HOW DO YOU ANTICIPATE PUBLIC CONCERN WITH...	CURRENT PRODUCTS	FUTURE PRODUCTS	SERVICES	OPERATIONS	LIST PROACTIVE ACTIVITIES FOR CONCERNS?:	
<b>1.2b. ETHICAL BEHAVIOR</b>						
HOW DO YOU ENSURE ETHICAL BEHAVIOR IN ALL STAKEHOLDER TRANSACTIONS AND INTERACTIONS IN THE GOVERNANCE STRUCTURE?	KEY PROCESSES FOR MONITORING ETHICAL BEHAVIOR	KEY MEASURES FOR MONITORING ETHICAL BEHAVIOR	INDICATORS FOR MONITORING ETHICAL BEHAVIOR; INCLUDE RESULTS OF ETHICS REVIEWS AND AUDITS?	KEY PARTNERS		
<b>1.2c. SUPPORT OF KEY COMMUNITIES</b>						
HOW DO YOU ACTIVELY SUPPORT AND STRENGTHEN KEY COMMUNITIES SUPPORT OF KEY COMMUNITIES? INCLUDE EDUCATION, ENVIRONMENTAL PRACTICES, HEALTH / SAFETY AND PROFESSIONAL ASSOCIATIONS.	HOW KEY THEY ARE IDENTIFIED?	HOW ARE AREAS OF EMPHASIS DETERMINED FOR INVOLVEMENT AND SUPPORT:		LIST KEY COMMUNITIES		
HOW DO SR. LEADERS CONTRIBUTE TO IMPROVE THESE COMMUNITIES						
HOW DO EMPLOYEES CONTRIBUTE TO IMPROVE THESE COMMUNITIES (LINKED TO ITEM 5.3)						
APIC LINKAGES	2.0	3.0	4.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

**2.0 STRATEGIC PLANNING (85 PTS.) APPROACH -DEPLOYMENT**

**2.1 STRATEGY DEVELOPMENT 40 PTS.**

**2.1a STRATEGY DEVELOPMENT PROCESS**

(1) WHAT IS YOUR OVERALL STRATEGIC PLANNING PROCESS	WHAT ARE THE KEY STEPS	WHO ARE THE KEY PARTICIPANTS	WHAT ARE THE SHORT TERM PLANNING TIME HORIZONS	WHAT ARE THE LONGER TERM PLANNING TIME HORIZONS
---	------------------------	------------------------------	--	---

HOW ARE THESE TIME HORIZONS SET?

HOW DOES YOUR STRATEGIC PLANNING PROCESS ADDRESS THESE TIME HORIZONS?

(2) HOW DO YOU ENSURE KEY FACTORS ARE ADDRESSED?  HOW IS DATA AND INFORMATION GATHERED FOR EACH KEY FACTOR?	CUSTOMER AND MARKET/MISSION NEEDS/ EXPECTATIONS /OPPORTUNITIES	YOUR COMPETITIVE AND MISSION ENVIRONMENT AND CAPABILITIES RELATIVE TO COMPETITORS	TECHNOLOGICAL AND OTHER KEY INNOVATIONS OR CHANGES THAT MIGHT AFFECT YOUR PRODUCTS/SERVICES AND/OR HOW YOU OPERATE	YOUR STRENGTHS AND WEAKNESSES, INCLUDING HUMAN RESOURCE AND OTHER RESOURCES
	YOUR OPPORTUNITIES TO REDIRECT RESOURCES TO HIGHER PRIORITY PRODUCTS OR SERVICES OR AREAS	FINANCIAL, SOCIETAL AND ETHICAL, REGULATORY, AND OTHER POTENTIAL RISKS	CHANGES IN NATIONAL OR GLOBAL ECONOMY	FACTORS UNIQUE TO THE ORGANIZATION, INCLUDING PARTNER AND SUPPLY CHAIN NEEDS, STRENGTHS, AND WEAKNESSES.

APIC LINKAGES	1.0	3.0	4.0	5.0	6.0	7.0
---------------	-----	-----	-----	-----	-----	-----

CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

**2.0 STRATEGIC PLANNING (85 PTS.) APPROACH- DEPLOYMENT**

**2.1 STRATEGY DEVELOPMENT (40 PTS.)**

**2.1b STRATEGIC OBJECTIVES**

2.1B(1) WHAT ARE YOUR KEY STRATEGIC OBJECTIVES	WHAT IS THE TIMETABLE FOR ACCOMPLISHMENT	WHAT ARE THE GOALS FOR EACH OBJECTIVE	2.1B(2) ADDRESS HOW THE CHALLENGES IDENTIFIED IN RESPONSE TO P.2 IN ORGANIZATIONAL PROFILE?	HOW DO YOU ENSURE THAT THE STRATEGIC OBJECTIVE BALANCES SHORT- AND LONGER-TERM CHALLENGES AND OPPORTUNITIES?	HOW DO YOU ENSURE THAT YOUR STRATEGIC OBJECTIVES BALANCE THE NEEDS OF ALL KEY STAKEHOLDERS?

APIC LINKAGES	1.0	3.0	4.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

2.2 STRATEGY DEPLOYMENT (45 PTS.) **APPROACH- DEPLOYMENT**

2.2a. ACTION PLAN DEVELOPMENT AND DEPLOYMENT

(1) ACTION PLANS ** SHOULD LINK TO ITEM 1.1, CATEGORIES 3, 4, 5, 6 AND 7.5	HOW DO YOU THE DEVELOP ACTION PLAN	HOW DO YOU DEPLOY THE ACTION PLAN	WHAT DO ALLOCATE RESOURCES FOR THE ACTION PLAN	KEY PERFORMANCE MEASURES	ACHIEVEMENT OF ORGANIZATIONAL ALIGNMENT /COVERS ALL KEY DEPLOYMENT AREAS AND STAKEHOLDERS

(2) WHAT ARE YOUR KEY SHORT-TERM ACTION PLANS	WHAT ARE YOUR KEY LONGER-TERM ACTION PLANS	WHAT ARE YOUR CHANGES IN PRODUCTS/SERVICES, CUSTOMERS, IF ANY?	HOW WILL YOU OPERATE?

(3) KEY HUMAN RESOURCE PLANS THAT DERIVES FROM YOUR STRATEGIC OBJECTIVES AND ACTION PLANS?	LINKAGE TO	
	SHORT-TERM ACTION PLAN	LONGER-TERM ACTION PLAN

APIC LINK-AGES	1.0	3.0	4.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY P	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	



3.0 CUSTOMER AND MARKET FOCUS (85 PTS.) <b>APPROACH- DEPLOYMENT</b>						
3.1 CUSTOMER AND MARKET KNOWLEDGE (40 PTS.) RESULTS REPORTED IN 7.1						
3.1a. CUSTOMER AND MARKET KNOWLEDGE						
(1) DETERMINATION OF: SHOULD LINK TO WHAT IS STATED IN THE ORGANIZATIONAL PROFILE P.1b (2).	CUSTOMERS	CUSTOMER GROUPS	MARKET SEGMENTS	CONSIDERATION OF COMPETITOR'S CUSTOMERS	CONSIDERATION OF POTENTIAL CUSTOMERS	PAST PERFORMANCE
(2) HOW DO YOU LISTEN AND LEARN TO DETERMINE KEY CUSTOMER REQUIREMENTS AND EXPECTATIONS						
DETERMINATION OF KEY PRODUCTS/SERVICE FEATURES AND THEIR RELATIVE IMPORTANCE/VALUE METHODS						
	PRODUCT/SERVICE PLANNING	MARKETING	PROCESS IMPROVEMENTS	OTHER BUSINESS DEVELOPMENTS	INFORMATION FROM CURRENT CUSTOMERS	INFORMATION FROM FORMER CUSTOMERS
INFORMATION FROM CURRENT CUSTOMERS						
INFORMATION FROM FORMER CUSTOMERS						
MARKETING						
REIMBURSABLE SERVICES						
CUSTOMER RETENTION						
WON/LOSS ANALYSIS						
COMPLAINTS						
(3) METHODS USED TO KEEP LISTENING AND LEARNING METHODS CURRENT WITH BUSINESS NEEDS AND DIRECTIONS:						
APIC LINK-AGES	1.0	2.0	4.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

3.0 CUSTOMER AND MARKET FOCUS (85 PTS)						
3.2 CUSTOMER RELATIONSHIPS AND SATISFACTION (45 PTS.) <b>APPROACH- DEPLOYMENT</b>						
3.2a CUSTOMER RELATIONSHIP BUILDING RESULTS REPORTED IN 7.1						
	ACQUIRE NEW CUSTOMERS		SATISFY CUSTOMERS		INCREASE REPEAT BUSINESS	GAIN POSITIVE REFERRALS
(1) HOW DO YOU BUILD RELATIONSHIPS TO...						
(2) HOW DO YOU DETERMINE YOUR KEY CUSTOMER CONTACT REQUIREMENTS	HOW DETERMINED:	VARIATIONS FOR DIFFERENT MODES OF ACCESS		ENSURE DEPLOYMENT OF REQUIREMENTS	KEY ACCESS MECHANISMS THAT ALLOW CUSTOMERS TO	
					SEEK INFORMATION	CONDUCT BUSINESS
(3) WHAT IS YOUR COMPLAINT MANAGEMENT PROCESS	CUSTOMER SEGMENT	COMPLAINT PROCESS	MEASURE OF EFFECTIVENESS	MEASURE OF PROMPTNESS	AGGREGATION PROCESS	METHOD OF ANALYSIS
(4) HOW DO YOU KEEP YOUR APPROACHES TO BUILD RELATIONSHIPS AND PROVIDE CUSTOMER ACCESS CURRENT WITH BUSINESS NEEDS AND DIRECTIONS?						
APIC LINKAGES	1.0	2.0	4.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

3.0 CUSTOMER AND MARKET FOCUS (85 PTS)

3.2 CUSTOMER RELATIONSHIPS AND SATISFACTION **APPROACH- DEPLOYMENT** RESULTS REPORTED IN 7.1

3.2b CUSTOMER SATISFACTION DETERMINATION

(1) HOW DO YOU DETERMINE...	CUSTOMER SATISFACTION	CUSTOMER DISSATISFACTION	ENSURE ACTIONABLE INFO. USED IN EXCEEDING CUSTOMER EXPECTATIONS, FUTURE BUSINESS/ POTENTIAL FOR POSITIVE REFERRALS	HOW DO YOU USE CUSTOMER SATISFACTION/ DISSATISFACTION INFORMATION FOR IMPROVEMENTS?	HOW DO YOU FOLLOW UP WITH CUSTOMERS ON PRODUCTS/ SERVICES TO RECEIVE ACTIONABLE FEEDBACK
HOW DO THEY DIFFER FROM CUSTOMER SEGMENTS/ GROUPS					
(3) HOW DO YOU OBTAIN USEFUL INFORMATION ON CUSTOMER SATISFACTION RELATIVE TO:	CUSTOMER SATISFACTION WITH COMPETITORS			CUSTOMER SATISFACTION WITH BENCHMARK ORGANIZATIONS	

(4) HOW DO YOU KEEP YOUR APPROACHES TO SATISFACTION DETERMINATION CURRENT WITH BUSINESS NEEDS AND DIRECTIONS?

APIC LINKAGES	2.0	3.0	4.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

**4.0 INFORMATION AND ANALYSIS (90 PTS.) APPROACH-DEPLOYMENT**

**4.1 MEASUREMENT AND ANALYSIS OF ORGANIZATIONAL PERFORMANCE (45 PTS.)**

**4.1a PERFORMANCE MEASUREMENT**

(1) HOW DO YOU SELECT AND INTEGRATE DATA AND INFORMATION FROM ALL SOURCES TO:	SUPPORT OF DAILY OPERATIONS		SUPPORT ORGANIZATIONAL DECISION MAKING AND INNOVATION	
	COLLECT DATA AND INFORMATION	INTEGRATE DATA AND INFORMATION	SELECT DATA AND INFORMATION	INTEGRATE DATA AND INFORMATION
	SUPPORT OF DAILY OPERATIONS		SUPPORT ORGANIZATIONAL DECISION MAKING AND INNOVATION	
	SELECT DATA AND INFORMATION	ALIGN DATA AND INFORMATION	COLLECT	ALIGN
(2) HOW DO YOU SELECT AND ENSURE THE EFFECTIVE USE OF KEY COMPARATIVE DATA AND INFORMATION TO SUPPORT OPERATIONAL AND STRATEGIC DECISION-MAKING AND INNOVATION?	SELECTION PROCESS OF KEY COMPARATIVE DATA AND INFORMATION		PROCESSES FOR ENSURING EFFECTIVENESS OF KEY COMPARATIVE DATA:	
(3) HOW DO YOU KEEP THE PERFORMANCE MEASUREMENT SYSTEM CURRENT WITH NEEDS AND DIRECTION?			HOW DO ENSURE THAT THE PERFORMANCE MEASUREMENT SYSTEM CAN ADAPT TO UNEXPECTED OR RAPID CHANGE:	

**4.1 b. PERFORMANCE ANALYSIS (SHOULD CONTRIBUTE TO SR. LEADERS ORGANIZATIONAL PERFORMANCE REVIEW IN ITEM 1.1c AND STRATEGIC PLANNING CATEGORY 2**

(1) WHAT ANALYSIS DO YOU PERFORM TO SUPPORT YOUR SENIOR LEADERS'?	ORGANIZATIONAL PERFORMANCE REVIEW	ORGANIZATION'S STRATEGIC PLANNING
(2) HOW DO YOU COMMUNICATE THE RESULTS OR ORGANIZATIONAL-LEVEL ANALYSIS TO WORK GROUP AND/OR FUNCTIONAL-LEVEL OPERATIONS TO ENABLE EFFECTIVE SUPPORT FOR DECISION-MAKING?	COMMUNICATION TECHNIQUES	ENSURE EFFECTIVE UTILIZATION

APIC LINKAGES	1.0	2.0	3.0	5.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

4.0 INFORMATION AND KNOWLEDGE MANAGEMENT

4.2 INFORMATION AND MANAGEMENT (40 PTS.) APPROACH- DEPLOYMENT

4.2a DATA AND INFORMATION AVAILABILITY

(1) HOW DO YOU MAKE NEEDED DATA AND INFORMATION AVAILABLE?

HOW DO YOU MAKE NEEDED DATA AND INFORMATION ACCESSIBLE TO:	EMPLOYEES	SUPPLIERS/PARTNERS AS APPROPRIATE	CUSTOMERS AS APPROPRIATE

(2) HOW DO YOU ENSURE HARDWARE AND SOFTWARE ARE....:	HARDWARE IS			SOFTWARE IS		
	RELIABLE	SECURE	USER FRIENDLY	RELIABLE	SECURE	USER FRIENDLY

(3) HOW DO YOU KEEP YOUR DATA AND INFORMATION AVAILABILITY MECHANISMS CURRENT WITH BUSINESS NEEDS AND DIRECTIONS? INCLUDE INTERNET, INTRANET COMMUNICATIONS AND E-BUSINESS

4.2 b. ORGANIZATIONAL KNOWLEDGE (45 PTS)

(1) HOW DO YOU MANAGE ORGANIZATIONAL KNOWLEDGE TO ACCOMPLISH...	THE COLLECTION AND TRANSFER OF EMPLOYEE KNOWLEDGE		THE TRANSFER OF RELEVANT KNOWLEDGE FROM,		IDENTIFICATION AND SHARING OF BEST PRACTICES
			CUSTOMERS	SUPPLIERS AND PARTNERS	

(2) HOW DO YOU ENSURE THE FOLLOWING PROPERTIES OF YOUR DATA, INFORMATION AND ORGANIZATIONAL KNOWLEDGE:	INTEGRITY	TIMELINESS	RELIABILITY	SECURITY	ACCURACY	CONFIDENTIALITY
--	-----------	------------	-------------	----------	----------	-----------------

APIC LINKAGES	1.0	2.0	3.0	5.0	6.0	7.0
---------------	-----	-----	-----	-----	-----	-----

CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

<b>5.0 HUMAN RESOURCE FOCUS (85 PTS.) APPROACH-DEPLOYMENT</b>										
<b>5.1 WORK SYSTEMS (35 PTS.) RESULTS ARE PRESENTED IN ITEM 7.4</b>										
<b>5.1a. ORGANIZATION AND MANAGEMENT OF WORK</b>										
(1) HOW DO YOU ORGANIZE WORK TO PROMOTE:	PROMOTE COOPERATION		INITIATIVE		EMPOWERMENT		INNOVATION		YOUR ORGANIZATIONAL CULTURE	
HOW DO YOU MANAGE WORK TO PROMOTE:										
(2) HOW DO YOUR WORK SYSTEMS CAPITALIZE ON YOUR (EMPLOYEE HIRING AND YOUR CUSTOMER COMMUNITIES)	DIVERSE IDEAS			CULTURES			THINKING OF YOUR EMPLOYEES		THE COMMUNITIES WITH YOU INTERACT	
(3) HOW DO YOU ACHIEVE: EFFECTIVE COMMUNICATION KNOWLEDGE/SKILL SHARING	ACROSS WORK UNITS			ACROSS JOBS			ACROSS LOCATIONS			
<b>5.1b. EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM</b>										
(1) HOW DOES YOUR EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM WORK TO...	SUPPORT HIGH PERFORMANCE					SUPPORT FEEDBACK TO EMPLOYEES				
	CUSTOMER					BUSINESS FOCUS				
HOW DO YOU SUPPORT COMPENSATION, RECOGNITION AND REWARDS AND INCENTIVES PRACTICES REINFORCE HIGH PERFORMANCE WORK AND CUSTOMER AND BUSINESS FOCUS	HIGH-PERFORMANCE WORK			CUSTOMER			BUSINESS FOCUS			
	COMPENSATION PRACTICES	RECOGNITION PRACTICES	RELATED REWARD/INCENTIVE PRACTICES	COMPENSATION PRACTICES	RECOGNITION PRACTICES	RELATED REWARD/INCENTIVE PRACTICES	COMPENSATION PRACTICES	RECOGNITION PRACTICES	RELATED REWARD/INCENTIVE PRACTICES	
<b>5.1c. HIRING AND CAREER PROGRESSION</b>										
(1) HOW DO YOU IDENTIFY CHARACTERISTICS AND SKILLS NEEDED BY POTENTIAL EMPLOYEES?										
(2) HOW DO YOU RECRUIT, HIRE, RETAIN NEW EMPLOYEES	RECRUIT			NEW EMPLOYEES, HIRE			RETAIN			
HOW DOES YOUR WORK SYSTEMS CAPITALIZE ON	THE DIVERSE IDEAS			CULTURES			COMMUNITIES IN WHICH YOU HIRE			
(3) HOW DO YOU ACCOMPLISH EFFECTIVE SUCCESSION PLANNING FOR: SENIOR LEADERSHIP THROUGHOUT THE ORGANIZATION					HOW DO YOU MANAGE EFFECTIVE SUCCESSION CAREER PROGRESSION FOR ALL EMPLOYEES THROUGHOUT THE ORGANIZATION?					
APIC LINKAGES	1.0	2.0	3.0	4.0	6.0	7.0				
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP		CUSTOMER-DRIVEN EXCELLENCE		ORGANIZATIONAL AND PERSONAL LEARNING		VALUING EMPLOYEES AND PARTNERS		AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION		MANAGEMENT BY FACT		SOCIAL RESPONSIBILITY		FOCUS ON RESULTS AND CREATING VALUE		SYSTEMS PERSPECTIVE	

**5.0 HUMAN RESOURCE FOCUS (85 PTS.) APPROACH- DEPLOYMENT**

**5.2 WORK SYSTEMS (35 PTS.) RESULTS ARE PRESENTED IN ITEM 7.4**

**5.2a EMPLOYEE EDUCATION, TRAINING AND DEVELOPMENT**

(1) HOW DO EDUCATION, TRAINING AND DEVELOPMENT... CONTRIBUTE TO ACHIEVEMENT OF YOUR ACTION PLANS (CATEGORY 2)	BALANCE SHORT- AND LONGER-TERM ORG. OBJECTIVES			
	EMPLOYEE NEEDS	EMPLOYEE DEVELOPMENT	EMPLOYEE LEARNING	CAREER PROGRESSION

HOW DOES EDUCATION, TRAINING AND DEVELOPMENT ADDRESS YOUR KEY NEEDS ASSOCIATED WITH ORGANIZATIONAL... PERFORMANCE MEASUREMENT			PERFORMANCE IMPROVEMENT	TECHNOLOGICAL CHANGE
--	--	--	-------------------------	----------------------

(2) HOW DO YOU ADDRESS IN YOUR EMPLOYEE EDUCATION, TNG, AND DEVELOPMENT ADDRESS YOUR KEY ORG. NEEDS ASSOCIATED WITH:	NEW EMPLOYEE ORIENTATION	DIVERSITY:	ETHICAL BUSINESS PRACTICES	MGMT/LEADERSHIP DEVELOPMENT:	WORKPLACE SAFETY	ENVIRONMENTAL SAFETY
--	--------------------------	------------	----------------------------	------------------------------	------------------	----------------------

(3) HOW DO YOU SEEK AND USE INPUT FROM EMPLOYEES ON EDUCATION AND TRAINING NEEDS?:	HOW DO YOU SEEK AND USE INPUT FROM SUPERVISORS/MANAGERS ON EDUCATION AND TRAINING NEEDS:	HOW DO INCORPORATE ORGANIZATIONAL LEARNING INTO YOUR EDUCATION. AND TRAINING	HOW DO INCORPORATE KNOWLEDGE ASSETS INTO YOUR EDUCATION. AND TRAINING
--	--	--	---

(4) HOW DO YOU DELIVER EDUCATION AND TRAINING?

HOW DO YOU SEEK AND USE INPUT FROM EMPLOYEES AND THEIR SUPERVISORS/MANAGERS ON EDUCATION AND TRAINING NEEDS:	FORMAL DELIVERY METHODS	INFORMAL DELIVERY METHODS	MENTORING	OTHER APPROACHES:
--	-------------------------	---------------------------	-----------	-------------------

(5) HOW DO YOU REINFORCE KNOWLEDGE AND SKILLS ON THE JOB:

(6) HOW DO YOU EVALUATE THE EFFECTIVENESS OF YOUR EDUCATION AND TRAINING?	INDIVIDUAL PERFORMANCE:	ORGANIZATIONAL PERFORMANCE:
---	-------------------------	-----------------------------

**5.2b MOTIVATION AND CAREER DEVELOPMENT**

HOW DO YOU MOTIVATE EMPLOYEES TO DEVELOP AND UTILIZE THEIR FULL POTENTIAL

HOW DOES YOUR ORGANIZATION HELP EMPLOYEES ATTAIN JOB- AND CAREER-RELATED DEVELOPMENT AND LEARNING	HOW DO MANAGERS/ SUPERVISORS HELP EMPLOYEE ATTAIN JOB- AND CAREER-RELATED DEVELOPMENT AND LEARNING OBJECTIVES?
FORMAL MECHANISMS	INFORMAL MECHANISMS

APIC LINKAGES	1.0	2.0	3.0	4.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

**5.0 HUMAN RESOURCE FOCUS (85 PTS.) APPROACH- DEPLOYMENT**

**5.3 EMPLOYEE WELL BEING AND SATISFACTION (25 pts.) RESULTS ARE PRESENTED IN ITEM 7.4**

**5.3 a WORK ENVIRONMENT**

(1) HOW DO YOU IMPROVE WORKPLACE:			HOW DO EMPLOYEES TAKE PART IN IMPROVING THEM:	WHAT ARE THE PERFORMANCE MEASURES FOR EACH KEY WORKPLACE FACTORS:	WHAT ARE THE SIGNIFICANT DIFFERENCES IN WORKPLACE FACTORS AND PERFORMANCE MEASURES IF DIFFERENT EMPLOYEE GROUPS HAVE DIFFERENT WORK ENVIRONMENTS:
HEALTH	SAFETY	ERGONOMICS:			
(2) HOW DO YOU ENSURE WORKPLACE PREPAREDNESS FOR EMERGENCIES OR DISASTERS			HOW DO YOU SEEK TO ENSURE BUSINESS CONTINUITY FOR BENEFIT OF:		
			EMPLOYEES	CUSTOMERS	

**5.3b. EMPLOYEE SUPPORT AND SATISFACTION**

(1) HOW DO YOU DETERMINE THE KEY FACTORS THAT AFFECT EMPLOYEE:			HOW ARE THESE FACTORS SEGMENTED FOR:		
WELL-BEING	SATISFACTION	MOTIVATION	A DIVERSE WORKFORCE	DIFFERENT CATEGORIES	TYPES OF EMPLOYEES
(2) HOW DO YOU SUPPORT YOUR EMPLOYEES VIA SERVICES, BENEFITS, AND POLICIES:			HOW ARE THESE TAILORED TO THE NEEDS OF:		
			A DIVERSE WORKFORCE	DIFFERENT CATEGORIES	TYPES OF EMPLOYEES
(3) WHAT FORMAL AND/OR INFORMAL ASSESSMENT METHODS AND MEASURES DO YOU USE TO DETERMINE:		HOW DO THESE METHODS AND MEASURES DIFFER ACROSS A DIVERSE WORKFORCE AND DIFFERENT CATEGORIES AND TYPES OF EMPLOYEES:	HOW DO YOU USE OTHER INDICATORS SUCH AS EMPLOYEE RETENTION, ABSENTEEISM, GRIEVANCES, SAFETY, AND PRODUCTIVITY TO ASSESS AND IMPROVE:		
EMPLOYEE WELL-BEING	SATISFACTION		EMPLOYEE WELL-BEING	EMPLOYEE SATISFACTION	EMPLOYEE MOTIVATION

(4) HOW DO YOU RELATE ASSESSMENT FINDINGS TO KEY BUSINESS RESULTS TO IDENTIFY PRIORITIES FOR IMPROVING THE WORK ENVIRONMENT AND EMPLOYEE SUPPORT CLIMATE:						

APIC LINKAGES	1.0	2.0	3.0	4.0	6.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

6.0 PROCESS MANAGEMENT (85 pts.) <b>APPROACH-DEPLOYMENT</b>								
6.1 VALUE CREATION PROCESS (50 pts.)								
6.1a. VALUE CREATION PROCESS								
(1) HOW DO YOU DETERMINE KEY VALUE CREATION PROCESSES?  "MOST IMPORTANT TO RUNNING YOUR ORGANIZATION"	WHAT ARE YOUR KEY PRODUCTS OR SERVICES FOR CREATING/ADDING VALUE?	WHAT ARE YOUR BUSINESS PROCESSES FOR CREATING/ADDING VALUE?	HOW DO PROCESSES CREATE VALUE FOR					
			YOUR ORGANIZATION	YOUR CUSTOMERS	KEY STAKEHOLDERS			
HOW DO THEY CONTRIBUTE TO PROFITABILITY AND BUSINESS SUCCESS?								
(2) HOW DO YOU DETERMINE KEY VALUE CREATION PROCESS REQUIREMENTS?	HOW DO YOU INCORPORATE INPUT FROM CUSTOMERS	HOW DO YOU INCORPORATE INPUT FROM SUPPLIERS AND PARTNERS AS APPROPRIATE	WHAT ARE THE KEY REQUIREMENTS FOR THESE PROCESSES					
(3) HOW DO YOU DESIGN THESE PROCESSES TO MEET ALL KEY REQUIREMENTS?	HOW DO YOU INCORPORATE NEW TECHNOLOGY AND ORGANIZATIONAL KNOWLEDGE INTO THE DESIGN OF THE PROCESSES?	HOW DO YOU INCORPORATE THESE AREAS IN DESIGNING OF THESE PROCESSES						
		CYCLE TIME	PRODUCTIVITY	COST CONTROL	EFFICIENCY/ EFFECTIVENESS			
HOW DO YOU IMPLEMENT THESE PROCESSES TO ENSURE THEY MEET DESIGN REQUIREMENTS?								
(4) WHAT ARE YOUR KEY PERFORMANCE MEASURES USED FOR THE CONTROL AND IMPROVEMENT OF YOUR VALUE CREATION PROCESSES?	HOW DOES YOUR DAY-TO-DAY OPERATION OF THESE PROCESSES ENSURE KEY PROCESS REQUIREMENTS ARE MET?			HOW ARE IN-PROCESS MEASURES USED IN MANAGING THESE PROCESSES ?				
HOW DO YOU MANAGE THESE PROCESS BY USE OF INPUT FROM			(5) HOW DO YOU MINIMIZE OVERALL COSTS ASSOCIATED WITH;		HOW DO YOU PREVENT			
CUSTOMERS	SUPPLIERS, AS APPROPRIATE	PARTNERS, AS APPROPRIATE	INSPECTIONS	TESTS	AUDITS	DEFECTS	REWORK	MINIMIZE COSTS, AS APPROPRIATE
(6) HOW DO YOU IMPROVE YOUR VALUE CREATION PROCESS TO								
ACHIEVE BETTER PERFORMANCE		REDUCE VARIABILITY	IMPROVE PRODUCTS AND SERVICES		KEEP THE PROCESS CURRENT WITH BUSINESS NEEDS AND DIRECTION			
HOW ARE IMPROVEMENTS SHARED WITH OTHER ORGANIZATIONAL UNIT AND PROCESSES								
APIC LINKAGES	1.0	2.0	3.0	4.0	5.0	7.0		
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE		
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE			

6.0 PROCESS MANAGEMENT (85 PTS.) **APPROACH- DEPLOYMENT**

6.2 SUPPORT PROCESSES (35 PTS.)

6.2a SUPPORT PROCESSES

(1) HOW DO YOU DETERMINE YOUR KEY SUPPORT PROCESS?			WHAT ARE YOUR KEY SUPPORT PROCESSES FOR SUPPORTING YOUR VALUE CREATION PROCESS?			
(2) HOW DO YOU DETERMINE KEY SUPPORT PROCESS REQUIREMENTS FOR INCORPORATING INPUT FROM;			WHAT ARE THOSE KEY SUPPORT PROCESS REQUIREMENTS FOR INCORPORATING INPUT FROM;			
INTERNAL CUSTOMERS	INTERNAL CUSTOMERS	EXTERNAL CUSTOMERS	SUPPLIERS AND PARTNERS	INTERNAL CUSTOMERS	EXTERNAL CUSTOMERS	
(3) HOW DO YOU DESIGN THESE PROCESSES TO MEET ALL THE KEY REQUIREMENTS?			(4) HOW DO YOU INCORPORATE NEW OUR DAY-TO-DAY OPERATIONS OF KEY SUPPORT PROCESSES ENSURE MEETING KEY PERFORMANCE REQUIREMENTS?			
(5) WHAT ARE YOUR KEY PERFORMANCE MEASURES/INDICATORS USED FOR THE CONTROL AND IMPROVEMENT OF THESE PROCESSES? (INCLUDE HOW IN-PROCESS MEASURES AND CUSTOMER FEEDBACK ARE USED IN MANAGING YOUR SUPPORT PROCESSES)			(6) HOW DO YOU MINIMIZE OVERALL COSTS ASSOCIATED WITH INSPECTIONS, TESTS, AND PROCESS/PERFORMANCE AUDITS?			
(7) HOW DO YOU IMPROVE YOUR BUSINESS PROCESSES TO ACHIEVE BETTER PERFORMANCE AND TO KEEP THEM CURRENT WITH BUSINESS NEEDS AND DIRECTIONS?			HOW ARE IMPROVEMENTS SHARED WITH OTHER ORGANIZATIONAL UNITS AND PROCESSES?			

APIC LINKAGES	1.0	2.0	3.0	4.0	5.0	7.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	PUBLIC RESPONSIBILITY AND CITIZENSHIP	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

7.0 BUSINESS RESULTS (450 pts.)						
7.1 CUSTOMER-FOCUSED RESULTS (75 pts.) <b>RESULTS</b>						
7.1a CUSTOMER-FOCUSED RESULTS						
(1) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES OR INDICATORS OF CUSTOMER SATISFACTION AND DISSATISFACTION?  INCLUDE COMPARISONS WITH COMPETITOR'S OR OTHER LIKE ORGANIZATIONS' LEVELS OF CUSTOMER SATISFACTION.	DOES THE DATA PRESENTED, LINK TO WHAT THE ORGANIZATION STATED IN ITEM 3.2?		DOES THE DATA PRESENTED INCLUDE CUSTOMER GROUPS AND MARKET SEGMENTATION?		DOES THE DATA SHOW POSITIVE TRENDS ?	
	HAS THE ORGANIZATION ESTABLISHED GOALS?		ARE THE CUSTOMER IDENTIFICATION CONSISTENT FROM WHAT IS STATED IN CATEGORY 3?		IS COMPARATIVE DATA PRESENT?	
(2) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES/INDICATORS OF CUSTOMER-PERCEIVED VALUE, CUSTOMER-PERCEIVED VALUE, CUSTOMER RETENTION, POSITIVE REFERRAL, AND/OR OTHER ASPECTS OF BUILDING RELATINSHIPS WITH CUSTOMERS, AS APPROPRIATE?	DOES THE DATA PRESENTED, FOCUS ON THE CREATION OF DATA TO DETERMINE HOW THE ORGANIZATION WILL PERFORM AS VIEWED BY THE CUSTOMER?		IS THERE DATA TO DETERMINE CUSTOMER SATISFACTION/DISSATISFACTION, RETENTION, GAINS, AND LOSSES OF CUSTOMERS, CUSTOMER COMPLAINTS, AND COMPLAINT MANAGEMENT SYSTEM,		DOES THE DATA SHOW POSITIVE TRENDS?	
	DOES THE DATA PRESENTED, FOCUS ON THE USE OF DATA TO DETERMINE HOW THE ORGANIZATION WILL PERFORM AS VIEWED BY THE CUSTOMER?		IS THERE DATA TO DETERMINE CUSTOMER ASSESS OF ACCESS AND EASE OF USE INCLUDE; AWARDS, RATINGS, RECOGNITION FROM CUSTOMERS?		IS COMPARATIVE DATA PRESENT?	
APIC LINKAGES	1.0	2.0	3.0	4.0	5.0	6.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

7.0 BUSINESS RESULTS (450 pts.)						
7.2 PRODUCT AND SERVICE RESULTS (75 pts.) RESULTS						
7.2a PRODUCT AND SERVICE RESULTS						
(1) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES/INDICATORS OF PRODUCT AND SERVICE PERFORMANCE THAT ARE IMPORTANT TO YOUR CUSTOMERS?	DOES THE DATA PRESENTED, RELATE TO WHAT THE TO THE KEY PRODUCTS AND SERVICE FEATURES IDENTIFIED AS CUSTOMER REQUIREMENTS OR EXPECTATIONS IN P.1b(2)?		DOES THE DATA ADDRESS FACTORS THAT AFFECT CUSTOMER GROUPS AND MARKET SEGMENTS REQUIREMENTS?		DOES THE DATA AFFECT CUSTOMER PREFERENCE AND REPEAT BUSINESS ?	
	DOES THE DATA PRESENTED, RELATE TO WHAT THE TO THE KEY PRODUCTS AND SERVICE FEATURES IDENTIFIED AS CUSTOMER REQUIREMENTS OR EXPECTATIONS BASED ON INFORMATION GATHERED IN ITEMS 3.1 AND 3.2?		DOES THE DATA ADDRESS FACTORS THAT AFFECT PRODUCT AND SERVICES FEATURE REQUIREMENTS THAT MAY INCLUDE; PRICE, RELIABILITY, VALUE, DELIVERY, REQUIREMENTS FOR HAZARDOUS MATERIAL USE AND DISPOSAL?		IS COMPARATIVE DATA PRESENT?	
HOW DO THESE RESULTS COMPARE WITH YOUR COMPETITORS' PERFORMANCE?	DOES THE DATA PRESENTED, RELATE TO WHAT THE TO THE KEY PRODUCTS AND SERVICE FEATURES IDENTIFIED AS CUSTOMER REQUIREMENTS OR EXPECTATIONS IN P.1b(2)?		DOES THE DATA ADDRESS FACTORS THAT AFFECT CUSTOMER GROUPS AND MARKET SEGMENTS REQUIREMENTS?		DOES THE DATA AFFECT CUSTOMER PREFERENCE AND REPEAT BUSINESS?	
	DOES THE DATA PRESENTED, RELATE TO WHAT THE TO THE KEY PRODUCTS AND SERVICE FEATURES IDENTIFIED AS CUSTOMER REQUIREMENTS OR EXPECTATIONS BASED ON INFORMATION GATHERED IN ITEMS 3.1 AND 3.2?		DOES THE DATA ADDRESS FACTORS THAT AFFECT PRODUCT AND SERVICES FEATURE REQUIREMENTS THAT MAY INCLUDE; PRICE, RELIABILITY, VALUE, DELIVERY, REQUIREMENTS FOR HAZARDOUS MATERIAL USE AND DISPOSAL?		IS COMPARATIVE DATA PRESENT?	
APIC LINKAGES	1.0	2.0	3.0	4.0	5.0	6.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

7.0 BUSINESS RESULTS (450 pts.)

7.3 FINANCIAL AND MARKET RESULTS (75 pts.) **RESULTS**

7.3a FINANCIAL AND MARKET RESULTS

<b>(1) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES / INDICATORS OF FINANCIAL PERFORMANCE, INCLUDING AGGREGATE MEASURES OF FINANCIAL RETURN AND/OR ECONOMIC VALUE?.</b>	DOES THE DATA PRESENTED, MIGHT INCLUDE EXAMPLES OF RETURN OF INVESTMENT, ASSET UTILIZATION, COST SAVINGS, VALUE ADDED PER EMPLOYEE, PROFITABILITY, FINANCIAL ACTIVITY MEASURES	DOES THE DATA PRESENTED, GIVE AN INSIGHT TO THE MARKETPLACE CHALLENGES AND OPPORTUNITIES?	DOES THE DATA SHOW POSITIVE TRENDS ?
	DOES THE DATA PRESENTED, INCLUDE MEASURES THE SENIOR LEADERSHIP USUALLY TRACKS ON AN ONGOING BASIS TO ASSESS THE ORGANIZATIONAL PERFORMANCE?	HAVE STRETCH GOALS FOR FINANCIAL PERFORMANCE BEEN ESTABLISH WHERE APPLICABLE?	IS COMPARATIVE DATA PRESENT?

<b>(2) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES/INDICATORS OF MARKETPLACE PERFORMANCE, INCLUDING MARKET SHARE/POSITION, BUSINESS GROWTH, AND NEW MARKETS ENTERED??</b>	DOES THE DATA PRESENTED, MIGHT INCLUDE EXAMPLES OF RETURN OF INVESTMENT, ASSET UTILIZATION, COST SAVINGS, VALUE ADDED PER EMPLOYEE, PROFITABILITY, FINANCIAL ACTIVITY MEASURES	DOES THE DATA PRESENTED, GIVE AN INSIGHT TO THE MARKETPLACE CHALLENGES AND OPPORTUNITIES?	DOES THE DATA SHOW POSITIVE TRENDS ?
	DOES THE DATA PRESENTED, INCLUDE MEASURES THE SENIOR LEADERSHIP USUALLY TRACKS ON AN ONGOING BASIS TO ASSESS THE ORGANIZATIONAL PERFORMANCE?	HAVE STRETCH GOALS FOR FINANCIAL PERFORMANCE BEEN ESTABLISH WHERE APPLICABLE?	IS COMPARATIVE DATA PRESENT?

<b>APIC LINKAGES</b>	1.0	2.0	3.0	4.0	5.0	6.0
----------------------	-----	-----	-----	-----	-----	-----

<b>CORE VALUES AND CONCEPTS</b>	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

7.0 BUSINESS RESULTS (450 pts.)						
7.4 HUMAN RESOURCE RESULTS (75 pts.) <b>RESULTS</b>						
7.4a HUMAN RESOURCE RESULTS						
(1) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES / INDICATORS OF WORK SYSTEM PERFORMANCE AND EFFECTIVENESS?	DOES THE DATA PRESENTED, LINK TO KEY PROCESS NEEDS IN CATEGORY 6?		DOES THE DATA PRESENTED, LINK TO YOUR ORGANIZATION'S ACTION PLANS AND HUMAN RESOURCE PLANS DESCRIBED IN ITEM 2.2?		DOES THE DATA SHOW POSITIVE TRENDS?	
	DOES THE DATA PRESENTED, LINK TO ACTIVITIES DESCRIBED IN CATEGORY 5?		DOES THE DATA PRESENTED ADDRESS EMPLOYEE SEGMENTATION TO INCLUDE DIVERSITY, TYPES AND CATEGORIES OF EMPLOYEES, AS APPROPRIATE?		IS COMPARATIVE DATA PRESENT?	
(2) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES OF EMPLOYEE LEARNING AND DEVELOPMENT?	DOES THE DATA PRESENTED, LINK TO WORK SYSTEM PERFORMANCE AND EFFECTIVENESS (7.4a(1))?		DOES THE DATA PRESENTED, LINK TO YOUR ORGANIZATION'S ACTION PLANS AND HUMAN RESOURCE PLANS DESCRIBED IN ITEM 2.2?		DOES THE DATA SHOW POSITIVE TRENDS?	
	DOES THE DATA PRESENTED, LINK TO ACTIVITIES DESCRIBED IN CATEGORY 5?		DOES THE DATA PRESENTED ADDRESS EMPLOYEE SEGMENTATION TO INCLUDE DIVERSITY, TYPES AND CATEGORIES OF EMPLOYEES, AS APPROPRIATE?		IS COMPARATIVE DATA PRESENT?	
(3) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES OR INDICATORS OF EMPLOYEE WELL BEING, SATISFACTION AND DISSATISFACTION,	DOES THE DATA PRESENTED, LINK TO WORK SYSTEM PERFORMANCE AND EFFECTIVENESS (7.4a(1))?		DOES THE DATA PRESENTED, LINK TO YOUR ORGANIZATION'S ACTION PLANS AND HUMAN RESOURCE PLANS DESCRIBED IN ITEM 2.2?		DOES THE DATA SHOW POSITIVE TRENDS?	
	DOES THE DATA PRESENTED, LINK TO ACTIVITIES DESCRIBED IN CATEGORY 5?		DOES THE DATA PRESENTED ADDRESS EMPLOYEE SEGMENTATION TO INCLUDE DIVERSITY, TYPES AND CATEGORIES OF EMPLOYEES, AS APPROPRIATE?		IS COMPARATIVE DATA PRESENT?	
APIC LINKAGES	1.0	2.0	3.0	4.0	5.0	6.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

7.0 BUSINESS RESULTS (450 pts.)						
7.5 OPERATIONAL EFFECTIVENESS RESULTS (75 pts.) RESULTS						
7.5a OPERATIONAL EFFECTIVENESS RESULTS						
(1) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES / INDICATORS OF THE OPERATIONAL PERFORMANCE OF KEY VALUE CREATION PROCESS? INCLUDE PRODUCTIVITY, CYCLE TIME, SUPPLIER & PARTNER PERFORMANCE, AND OTHER APPROPRIATE MEASURES OF EFFECTIVENESS AND EFFICIENCY.	DOES THE RESULTS/DATA PRESENTED, LINK TO PERFORMANCE EFFECTIVENESS AND ATTAINING KEY ORGANIZATIONAL GOALS?		DOES THE DATA PRESENTED, LINK TO THE ORGANIZATIONAL PERFORMANCE MEASURES?		DOES THE DATA SHOW POSITIVE TRENDS?	
	DOES THE DATA PRESENTED LINK TO WHAT IS STATED IN THE ORGANIZATIONAL PROFILE, 1.1, 2.2, 6.1, AND 6.2?		DOES THE DATA PROVIDE CURRENT LEVELS AND TRENDS?		IS COMPARATIVE DATA PRESENT?	
(2) WHAT ARE YOUR CURRENT LEVELS AND TRENDS IN KEY MEASURES / INDICATORS OF THE OPERATIONAL PERFORMANCE OF KEY SUPPORT PROCESS? INCLUDE PRODUCTIVITY, CYCLE TIME, SUPPLIER & PARTNER PERFORMANCE, AND OTHER APPROPRIATE MEASURES OF EFFECTIVENESS AND EFFICIENCY.	DOES THE DATA PRESENTED, PROVIDE KEY INFORMATION FOR ANALYSIS AND LINK TO ITEM 4.1?		DOES THE DATA/ RESULTS PROVIDE THE OPERATIONAL BASIS FOR PRODUCT AND SERVICE (ITEM 7.1 AND FINANCIAL AND MARKET RESULTS (ITEM 7.3)		DOES THE DATA SHOW POSITIVE TRENDS?	
	HAS THE ORGANIZATION ESTABLISHED GOALS?		DOES THE DATA/ RESULTS PROVIDE THE OPERATIONAL BASIS FOR CUSTOMER-FOCUSED RESULTS (ITEM 7.1)?		IS OMPARATIVE DATA PRESENT?	
(3) WHAT ARE YOUR RESULTS FOR KEY MEASURES OR INDICATORS OF ACCOMPLISHMENT OF ORGANIZATIONAL STRATEGY AND ACTION PLANS?	DOES THE DATA PRESENTED, LINK TO WHAT THE ORGANIZATION SAID IS IMPORTANT?		DOES THE DATA PRESENTED, LINK TO OPERATIONAL AND STRATEGIC PERFORMANCE THAT LEADS TO YOUR ORGANIZATIONAL VALUE CREATION?		DOES THE DATA PRESENTED, LINK TO YOUR ORGANIZATION'S ACTION PLANS AND HUMAN RESOURCE PLANS DESCRIBED IN ITEM 2.2?	
	HAS THE ORGANIZATION ESTABLISHED GOALS?		DOES THE DATA PRESENTED, LINK TO ACTIVITIES DESCRIBED IN CATEGORY 5?		DOES THE DATA PRESENTED ADDRESS EMPLOYEE SEGMENTATION TO INCLUDE EMPLOYEE DIVERSITY, TYPES, AND CATEGORIES AS APPROPRIATE?	
APIC LINKAGES	1.0	2.0	3.0	4.0	5.0	6.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	

7.0 BUSINESS RESULTS (450 pts.)						
7.6 GOVERNANCE AND SOCIAL RESPONSIBILITY RESULTS (75 pts.) RESULTS						
7.6a GOVERNANCE AND SOCIAL RESPONSIBILITY RESULTS						
(1) WHAT ARE YOUR KEY CURRENT FINDINGS AND TRENDS IN KEY MEASURES OR INDICATORS OF FISCAL ACCOUNTABILITY, BOTH INTERNAL AND EXTERNAL, AS APPROPRIATE	DOES THE DATA PRESENTED, INCLUDE FINANCIAL ISSUES AND RISKS OF THE ORGANIZATION?		DOES THE DATA PRESENTED INCLUDE THE LEADERSHIPS RESPONSE TO THESE MATTERS OR PERFORMANCE IN COMMUNICATION, AS APPROPRIATE?		DOES THE DATA SHOW POSITIVE TRENDS ?	
	DOES THE DATA PRESENTED, INCLUDE IMPORTANT INTERNAL AND EXTERNAL AUDITOR RECOMMENDATIONS FOR THE ORGANIZATION?		DOES THE DATA PRESENTED SHOW RESULT OF HOW THE ORGANIZATION MONITORS FISCAL ACCOUNTABILITY		IS COMPARATIVE DATA PRESENT?	
(2) WHAT ARE YOUR RESULTS FOR KEY MEASURES / INDICATORS OF ETHICAL BEHAVIOR AND OF STAKEHOLDER TRUST IN THE GOVERNANCE OF YOUR ORGANIZATION?	DOES THE DATA PRESENTED, MEASURE ETHIC BEHAVIOR?		DOES THE DATA PRESENTED INCLUDE THE RESULTS OF HOW THE LEADERSHIPS REPONSES TO THESE MATTERS AND MEASURE WHAT IS STATED IN ITEM 1.2?		DOES THE DATA PRESENTED SHOW RESULT IN MEASURES OF RELATIONSHIPS WITH COMMUNITIES/PUBLIC AND OTHER CONSTITUENCIES?	
	DOES THE DATA PRESENTED, MEASURE STAKEHOLDER TRUST?		DOES THE DATA PRESENTED SHOW RESULT IN HOW THE ORGANIZATION MONITORS ETHICAL REVIEWS AND AUDITS?		IS COMPARATIVE DATA PRESENT?	
(3) WHAT ARE YOUR RESULTS FOR KEY MEASURES / INDICATORS OF REGULATORY AND LEGAL COMPLIANCE?	DOES THE DATA PRESENTED INDICATE REGULATORY COMPLIANCE RESULT OR ANY NOTEWORTHY ACHIEVEMENT IN THIS AREA, AS APPROPRIATE S		DOES THE DATA INDICATE ENVIRONMENTAL COMPLIANCE OR ANY NOTEWORTHY ACHIEVEMENT IN THIS AREA, AS APPROPRIATE?		DOES THE DATA SHOW POSITIVE TRENDS?	
	DOE THIS DATA STATE WHAT IS IMPORTANT TO ITEM 1.2A?		DOES THE DATA PRESENTED INDICATE ANY SANCTIONS, OR ADVERSE ACTIONS UNDER LAW, REGULATION OR CONTRACT?		IS COMPARATIVE DATA PRESENT?	
(4) WHAT ARE YOUR RESULTS FOR KEY MEASURES / INDICATORS OF ORGANIZATIONAL CITIZENSHIP IN SUPPORT OF YOUR KEY COMMUNITIES?	DOES THE DATA PRESENTED MEASURES ORGANIZATIONAL CITIZENSHIP RESULTS?		ARE THE RESULTS PRESENTED SEGMENTED BY ORGANIZATIONAL/BUSINESS GROUPS, AS APPROPRIATE?		DOES THE DATA SHOW POSITIVE TRENDS?	
	DOES THE DATA PRESENTED ADDRESS SUPPORT FOR THE KEY COMMUNITIES AND OTHER PUBLIC PURPOSE AS DISCUSSED IN 1.2C?		IS THERE ENOUGH DATA TO ESTABLISH TRENDS?		IS COMPARATIVE DATA PRESENT?	
APIC LINKAGES	1.0	2.0	3.0	4.0	5.0	6.0
CORE VALUES AND CONCEPTS	VISIONARY LEADERSHIP	CUSTOMER-DRIVEN EXCELLENCE	ORGANIZATIONAL AND PERSONAL LEARNING	VALUING EMPLOYEES AND PARTNERS	AGILITY	FOCUS ON THE FUTURE
	MANAGING FOR INNOVATION	MANAGEMENT BY FACT	SOCIAL RESPONSIBILITY	FOCUS ON RESULTS AND CREATING VALUE	SYSTEMS PERSPECTIVE	