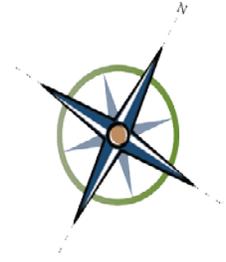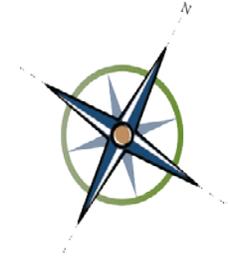# Organizational Excellence Specialists

ABC Company

MAY 02, 2015

Organizational Excellence Specialists

1 Introduction

OES recently conducted an assessment on excellence with ABC Company.

The research was motivated by a desire to measure the level of excellence that exists in the organization and to identify what is going well and what needs to improve.

This report shares the methodology, findings, and conclusions of the research and for areas where improvement is most critical, highlights best practices from best in class organizations so that ABC Company can benefit from learning.

2 Methodology

An assessment instrument was used that aligned with organization size.

The instrument was based on the Organizational Excellence Framework (2010 © Dawn Ringrose), a management model that integrates global organizational excellence models (i.e. European Foundation for Quality Management, Malcolm Baldrige, Australian Framework, Canadian Framework) and is unique in that it provides implementation guidelines for the practitioner.

Management and staff were asked to gauge the extent to which the principles and practices of the Organizational Excellence Framework (OEF) were in place throughout the organization. Both quantitative and qualitative data was gathered during this exercise:
- A subjective 'scale' was used to qualify the degree to which a principle is in place. The principle described the organizational culture or the way people work together. The scale was a five-point scale that ranged from low to high along 5 points: low, low-medium, medium, medium-high, high.
- A more objective scale was used to quantify the degree to which a best management practice was in place. The scale was a four-point scale that ranged from just beginning to high performance and reflected the degree of deployment:
  - Just Beginning – no systematic approach, limited deployment, few or poor results, focus on correction
  - Good Start – beginning of systematic approach, deployed in some major areas, some good results, focus is on prevention
  - Doing Well – sound systematic approach, deployed across areas, good results, focus on continual improvement
  - High Performance – sound systematic approach, deployed across areas, good to excellent results, sustained improvement

In addition to the ratings, participants also shared comments on the principles and best management practices that provided additional detail on strengths and opportunities for improvement. At the conclusion of the assessment exercise, the ratings and statements were used to prepare an improvement plan.

The **improvement plan** identified any significant gaps that existed between the current operations and the OEF and charted a course for improvement. The gaps included those best management practices that received a low rating (<5.0) and identified a significant opportunity for improvement. Each of these opportunities was documented and addressed in an action plan.

3 Findings

3.1 Overall Principles

The following figure depicts the average ratings for Principles. The average score is 7
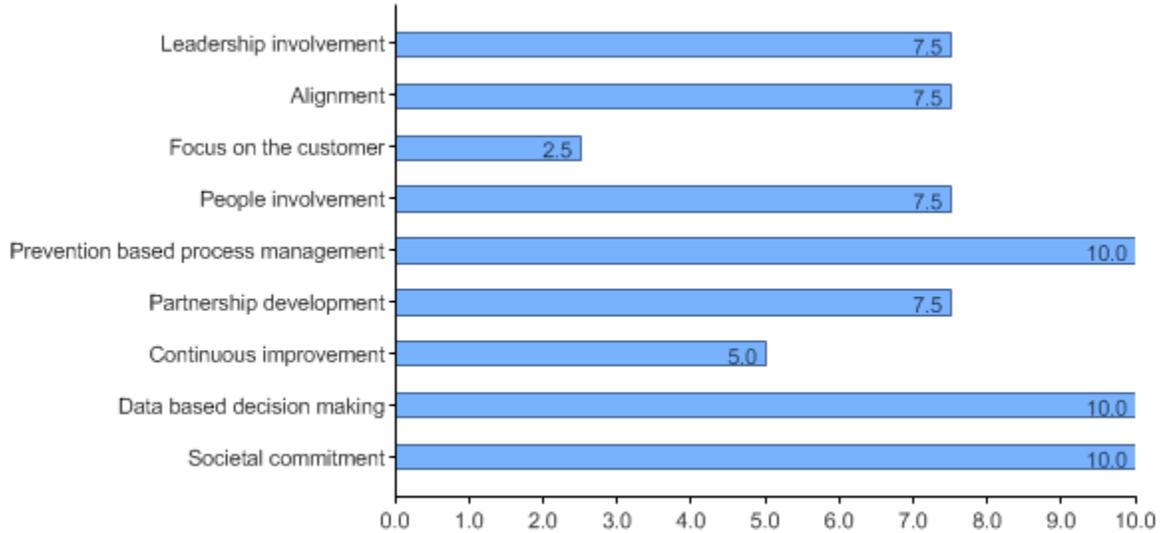
3.2 Overall Key Management Areas

The following figures depict the average ratings for ABC Company across practices in each of the management areas and for the total framework. The overall average score is 6.32

3.3 Key Management Areas

3.3.1   Governance

Identify governance responsibility to stakeholders	6.7
Implement an effective system of leadership, autho...	6.7
Ensure governance system meets legal, financial, e...	10.0
Establish governance processes at all appropriate...	3.3
Act as a model of good practice for employers and...	6.7
Communicate policy and strategy to stakeholders	6.7

3.3.2   Leadership

Develop corporate statements	6.7
Communicate corporate statements to all levels in...	6.7
Identify factors that will contribute to organizat...	10.0
Develop a strategic plan with goals and objectives...	6.7
Use risk management to assess strategic goals and...	3.3
Monitor and review the strategic plan on a regular...	6.7
Ensure senior management demonstrates a commitment...	6.7
Ensure senior management participates in professio...	10.0
Remove barriers to organizational effectiveness	6.7
Promote teamwork amongst employees	10.0
Communicate openly to employees about organization...	10.0
Share responsibility, accountability, and leadersh...	10.0
Link senior management rewards and recognition to...	6.7
Demonstrate responsibility to society and the envi...	6.7
Learn from ideas and good practices and share them...	10.0

3.3.3 Planning

	Score
Use factual information to provide input to the bu...	10.0
Create a business plan that identifies, prioritize...	10.0
Develop contingency plans for unforeseen events	6.7
Communicate and integrate the business plan intern...	10.0
Allocate resources to ensure effective implementat...	6.7
Conduct a capability gap analysis for resources	6.7
Reallocate resource requirements to adjust to chan...	6.7
Monitor and review the business plan on a regular...	6.7
Make changes to the business plan aimed at continu...	6.7

3.3.4 Customers

	Score
Use research to define and segment customers	3.3
Determine customer needs and expectations	0.0
Communicate the value of products and services to...	3.3
Align employees on the importance of the customer	6.7
Train and empower employees to be advocates for th...	6.7
Ensure positive customer experiences by identifyin...	0.0
Make it easy for the customer to do business and p...	0.0
Respond successfully to customer feedback	0.0
Reaffirm presence in established markets or the re...	0.0

3.3.5 Employees

Undertake human resource planning that supports or...	3.3
Recruit and select people for mutual success	10.0
Promote equal opportunity and diversity	10.0
Ensure people understand and commit to the strateg...	10.0
Get people involved with improvement initiatives	10.0
Encourage employees to share ideas and suggestions	10.0
Encourage employees to be innovative and take risk...	3.3
Determine training needs of employees and provide...	3.3
Ensure employees have adequate compensation and be...	6.7
Reward and recognize strong performance of both in...	6.7
Ensure a healthy workplace environment and involve...	3.3
Remove barriers to employee effectiveness	6.7

3.3.6 Work Processes

Design and document key processes	6.7
Monitor and control processes to ensure service st...	10.0
Monitor and control processes to ensure system sta...	10.0
Ensure processes are in place to anticipate or adj...	6.7
Take corrective action when problems occur	10.0
Prevent recurrence of problems by making changes t...	10.0
Analyze processes on a regular basis and make chan...	10.0
Communicate changes in process to all employees th...	10.0
Involve customers, suppliers, and/or partners in d...	3.3
Use external data to compare performance to other...	6.7

3.3.7   Suppliers & Partners

Category	Value
Select suppliers and partners on the basis of crit...	3.3
Develop win-win partnering arrangements	6.7
Share information with suppliers and partners that...	10.0
Involve suppliers and partners in the development...	3.3
Involve suppliers and partners in the development...	0.0

3.3.8   Resource Management

Category	Value
Define resource requirements	10.0
Develop a strategy to manage resources effectively	10.0
Manage the security of resources	10.0
Minimize the adverse impact of products and servic...	0.0
Manage the maintenance and utilization of assets t...	10.0
Identify alternative and emerging technology and r...	6.7
Provide appropriate access for stakeholders to rel...	0.0
Prepare for resource interruptions	0.0

3.3.9 Continuous Improvement & Performance Measurement

a. Evaluate and improve the approach to each key management area

b. Performance Measurement (Management Areas)
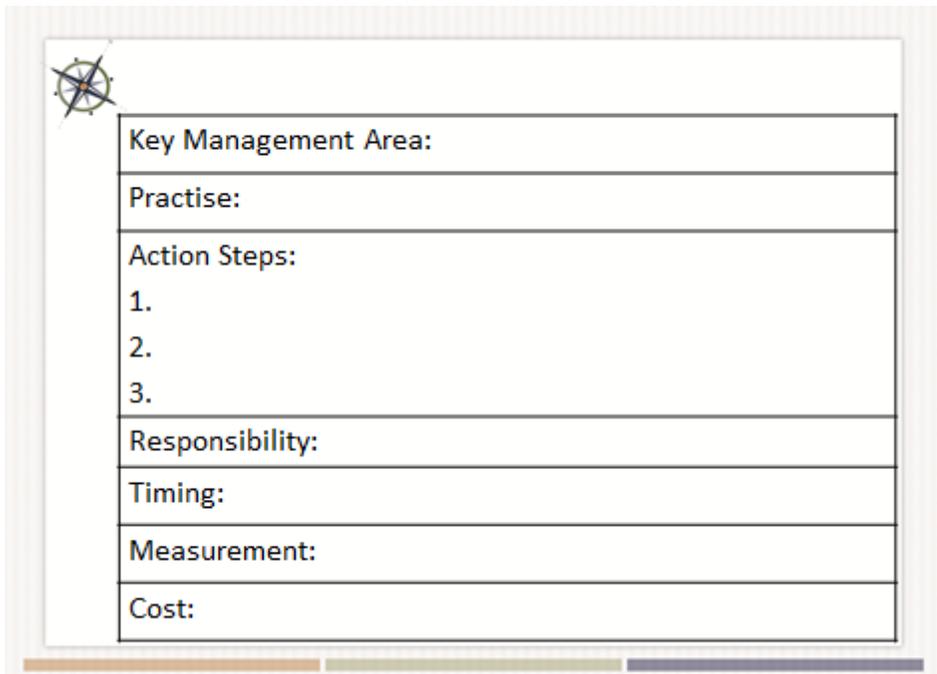
c. Performance Measurement (Organization)

Category	Value
Organizational relevance to the marketplace	10.0
Organizational capability to manage change	6.7
Meeting stakeholder objectives	10.0
Community perception of organization as model of e...	10.0
Quality of products or services	6.7
Performance accomplishments and program outcomes	6.7
Customer satisfaction	3.3
Customer loyalty	3.3
Customer confidence	3.3
Employee satisfaction	6.7
Employee morale	6.7
Financial performance	10.0

The journey to excellence is not a quick fix. It is a never-ending climb up the ladder of continual improvement.

3.4 Improvement Plan

There were 27 best management practices that received a rating below 5.0. For each of these practices, an action plan was created that followed a template:
* Key management area – one of the key management areas (KMA): governance, leadership, planning, customers, employees, work processes, suppliers and partners, resource management, or continuous improvement and performance measurement
* Practice – best management practice in a key management area that needs to be improved
* Action steps – chronological steps that will be taken to fully implement the practice
* Responsibility – owner of the action plan and other participating team members
* Timing – timeframe for the action plan that includes a start and completion date
* Measurement – measurement method that will be used to track progress on the action plan
* Cost – estimate of any out-of-pocket expenses

| Key Management Area: |
| Practise: |
| Action Steps:
1.
2.
3. |
| Responsibility: |
| Timing: |
| Measurement: |
| Cost: |

Together, the action plans comprised the improvement plan for ABC Company found in section 6.

3.5 Implementation

Going forward, some tips with respect to implementation of the improvement plan include:
- Setting an overall timeframe that is appropriate for the organization
- Assigning responsibility for implementation throughout the organization
- Preparing a gantt chart so that employees can see the improvement plan at a glance:

Practice	Owner	Timing					
		Q1	Q2	Q3	Q4	Y2	Y3
1.3							
2.1							
3.1							
4.2							
5.2							
6.1							
7.1							
8.1							
9.14							

- Identifying ways to maintain momentum:
  - Site visits
  - Guest speakers
  - Articles and case studies
  - Videos
- Scheduling regular meetings to review progress
- Communicating results throughout the organization:
  - Newsletters
  - Gatherings
- Making sure to have fun and celebrate success along the way:
  - Internal awards
  - Prizes
  - Parties

4   Aggregate Ratings and Open Ended Comments

4.1   Profile

Practice	Response
Organisation Name	ABC Company
Contact Name	Mark Cardwell
Email address	mark.cardwell@safetycodes.ab.ca
Organizational Role	Leader
Type of Organization	Government
General Industry Sector	Service
Specific Industry Sector	Accommodation and Food Service Activities
Specific Sub Industry Sector	Other professional
Size of organization	Micro - 1 - 25 employees
Modules	All Modules

4.2   Principles

Ref	Practice	Response	Score
0.1	Leadership involvement - ensuring senior management is actively involved in establishing and communicating direction.	Medium - High	🟢
0.2	Alignment - understanding the organization is a system of interrelated and interconnected work processes and all activities need to be aligned with the established direction.	Medium - High	🟢
0.3	Focus on the customer - ensuring the primary aim of everyone in the organization is to understand and meet the needs of the customer.	Low - Medium	🟡

0.4	People involvement - nurturing and reinforcing cooperation and teamwork and giving employees the opportunity to develop their full potential.	Medium - High	🟢
0.5	Prevention based process management - establishing consistency in work processes and developing a mindset of prevention.	High	🟢
0.6	Partnership development - developing and maintaining value-adding relationships with suppliers and partners.	Medium - High	🟢
0.7	Continuous improvement - harnessing the collective knowledge, skills, and creativity of stakeholders to relentlessly pursue improvement.	Medium	🔵
0.8	Data based decision making - basing decisions on performance measurement findings.	High	🟢
0.9	Societal commitment - striving to understand and demonstrate corporate commitment to society.	High	🟢

Strengths:
    321

Opportunities for Improvement:
    213

4.3   Key Management Areas

4.3.1 Governance

Ref	Practice	Response	Score
1.1	Identify governance responsibility to stakeholders	51 - 75% - Doing Well	🔵
1.2	Implement an effective system of leadership, authority, decision making, accountability, and control	51 - 75% - Doing Well	🔵
1.3	Ensure governance system meets legal, financial, ethical, and reporting obligations	76 - 100% - High Performance	🟢

1.4	Establish governance processes at all appropriate levels in the organization and links to stakeholders	26 - 50% - Good Start	●
1.5	Act as a model of good practice for employers and people in the community	51 - 75% - Doing Well	●
1.6	Communicate policy and strategy to stakeholders	51 - 75% - Doing Well	●

Strengths:
    321

Opportunities for Improvement:
    321

4.3.2 Leadership

Ref	Practice	Response	Score
2.1	Develop corporate statements	51 - 75% - Doing Well	●
2.2	Communicate corporate statements to all levels in the organization	51 - 75% - Doing Well	●
2.3	Identify factors that will contribute to organizational success	76 - 100% - High Performance	●
2.4	Develop a strategic plan with goals and objectives that will guide the organization toward its vision	51 - 75% - Doing Well	●
2.5	Use risk management to assess strategic goals and objectives	26 - 50% - Good Start	●
2.6	Monitor and review the strategic plan on a regular basis	51 - 75% - Doing Well	●
2.7	Ensure senior management demonstrates a commitment to continuous improvement	51 - 75% - Doing Well	●
2.8	Ensure senior management participates in professional bodies, conferences, and seminars	76 - 100% - High Performance	●

2.9	Remove barriers to organizational effectiveness	51 - 75% - Doing Well	
2.10	Promote teamwork amongst employees	76 - 100% - High Performance	
2.11	Communicate openly to employees about organizational performance	76 - 100% - High Performance	
2.12	Share responsibility, accountability, and leadership throughout the organization	76 - 100% - High Performance	
2.13	Link senior management rewards and recognition to organizational performance	51 - 75% - Doing Well	
2.14	Demonstrate responsibility to society and the environment	51 - 75% - Doing Well	
2.15	Learn from ideas and good practices and share them internally and with other organizations	76 - 100% - High Performance	

Strengths:
321

Opportunities for Improvement:
321

4.3.3 Planning

Ref	Practice	Response	Score
3.1	Use factual information to provide input to the business planning process	76 - 100% - High Performance	
3.2	Create a business plan that identifies, prioritizes, and incorporates a balanced set of objectives, measures, and initiatives that support the strategic direction	76 - 100% - High Performance	

3.3	Develop contingency plans for unforeseen events	51 - 75% - Doing Well	
3.4	Communicate and integrate the business plan internally and externally	76 - 100% - High Performance	
3.5	Allocate resources to ensure effective implementation of the business plan	51 - 75% - Doing Well	
3.6	Conduct a capability gap analysis for resources	51 - 75% - Doing Well	
3.7	Reallocate resource requirements to adjust to changing circumstances	51 - 75% - Doing Well	
3.8	Monitor and review the business plan on a regular basis	51 - 75% - Doing Well	
3.9	Make changes to the business plan aimed at continual improvement	51 - 75% - Doing Well	

Strengths:
321

Opportunities for Improvement:
321

4.3.4 Customers

Ref	Practice	Response	Score
4.1	Use research to define and segment customers	26 - 50% - Good Start	
4.2	Determine customer needs and expectations	0-25% - Just beginning	
4.3	Communicate the value of products and services to the customer	26 - 50% - Good Start	
4.4	Align employees on the importance of the customer	51 - 75% - Doing Well	

4.5	Train and empower employees to be advocates for the customer	51 - 75% - Doing Well	
4.6	Ensure positive customer experiences by identifying and managing customer contact points	0-25% - Just beginning	
4.7	Make it easy for the customer to do business and provide feedback	0-25% - Just beginning	
4.8	Respond successfully to customer feedback	0-25% - Just beginning	
4.9	Reaffirm presence in established markets or the requirement to change market approach	0-25% - Just beginning	

Strengths:
        321

Opportunities for Improvement:
        321

4.3.5 Employees

Ref	Practice	Response	Score
5.1	Undertake human resource planning that supports organization goals and objectives	26 - 50% - Good Start	
5.2	Recruit and select people for mutual success	76 - 100% - High Performance	
5.3	Promote equal opportunity and diversity	76 - 100% - High Performance	
5.4	Ensure people understand and commit to the strategic direction and improvement goals	76 - 100% - High Performance	
5.5	Get people involved with improvement initiatives	76 - 100% - High Performance	

5.6	Encourage employees to share ideas and suggestions	76 - 100% - High Performance	🟢
5.7	Encourage employees to be innovative and take risks	26 - 50% - Good Start	🟡
5.8	Determine training needs of employees and provide the necessary training	26 - 50% - Good Start	🟡
5.9	Ensure employees have adequate compensation and benefits	51 - 75% - Doing Well	🔵
5.10	Reward and recognize strong performance of both individuals and teams	51 - 75% - Doing Well	🔵
5.11	Ensure a healthy workplace environment and involve people in addressing issues related to health and wellness	26 - 50% - Good Start	🟡
5.12	Remove barriers to employee effectiveness	51 - 75% - Doing Well	🔵

Strengths:
  321

Opportunities for Improvement:
  321

4.3.6 Work Processes

Ref	Practice	Response	Score
6.1	Design and document key processes	51 - 75% - Doing Well	🔵
6.2	Monitor and control processes to ensure service standards are met consistently	76 - 100% - High Performance	🟢
6.3	Monitor and control processes to ensure system standards are met consistently	76 - 100% - High Performance	🟢

6.4	Ensure processes are in place to anticipate or adjust for change	51 - 75% - Doing Well	
6.5	Take corrective action when problems occur	76 - 100% - High Performance	
6.6	Prevent recurrence of problems by making changes to processes	76 - 100% - High Performance	
6.7	Analyze processes on a regular basis and make changes aimed at continual improvement	76 - 100% - High Performance	
6.8	Communicate changes in process to all employees that touch the process	76 - 100% - High Performance	
6.9	Involve customers, suppliers, and/or partners in designing and analyzing processes	26 - 50% - Good Start	
6.10	Use external data to compare performance to other organizations	51 - 75% - Doing Well	

Strengths:
        321

Opportunities for Improvement:
        321

4.3.7 Suppliers & Partners

Ref	Practice	Response	Score
7.1	Select suppliers and partners on the basis of criteria	26 - 50% - Good Start	
7.2	Develop win-win partnering arrangements	51 - 75% - Doing Well	
7.3	Share information with suppliers and partners that links to strategic and business plans	76 - 100% - High Performance	

| 7.4 | Involve suppliers and partners in the development of new products and services | 26 - 50% - Good Start | |
| 7.5 | Involve suppliers and partners in the development of social and environmental standards | 0-25% - Just beginning | |

Strengths:
    321

Opportunities for Improvement:
    321

4.3.8 Resource Management

Ref	Practice	Response	Score
8.1	Define resource requirements	76 - 100% - High Performance	
8.2	Develop a strategy to manage resources effectively	76 - 100% - High Performance	
8.3	Manage the security of resources	76 - 100% - High Performance	
8.4	Minimize the adverse impact of products and services on the environment and community	0-25% - Just beginning	
8.5	Manage the maintenance and utilization of assets to improve total life cycle performance	76 - 100% - High Performance	
8.6	Identify alternative and emerging technology and related cost-benefit to the organization and society	51 - 75% - Doing Well	
8.7	Provide appropriate access for stakeholders to relevant knowledge and information	0-25% - Just beginning	
8.8	Prepare for resource interruptions	0-25% - Just beginning	

Strengths:	
321	
Opportunities for Improvement:	
321	

4.3.9 Continuous Improvement and Performance Measurement

Evaluate and improve the approach to each key management area

Ref	Practice	Response	Score
9.1.1	Governance	26 - 50% - Good Start	⬤
9.1.2	Leadership	51 - 75% - Doing Well	⬤
9.1.3	Planning	76 - 100% - High Performance	⬤
9.1.4	Customers	26 - 50% - Good Start	⬤
9.1.5	Employees	51 - 75% - Doing Well	⬤
9.1.6	Work Processes	51 - 75% - Doing Well	⬤
9.1.7	Suppliers and Partners	51 - 75% - Doing Well	⬤
9.1.8	Resource Management	51 - 75% - Doing Well	⬤

Performance Measurement (Management Areas)

Ref	Practice	Response	Score
9.2.1	Governance	76 - 100% - High Performance	⬤

9.2.2	Leadership	51 - 75% - Doing Well	
9.2.3	Planning	51 - 75% - Doing Well	
9.2.4	Customer	51 - 75% - Doing Well	
9.2.5	Employee	51 - 75% - Doing Well	
9.2.6	Work Processes	51 - 75% - Doing Well	
9.2.7	Suppliers and Partners	26 - 50% - Good Start	
9.2.8	Resource Management	51 - 75% - Doing Well	

Performance Measurement (Organization)

Ref	Practice	Response	Score
9.3.1	Organizational relevance to the marketplace	76 - 100% - High Performance	
9.3.2	Organizational capability to manage change	51 - 75% - Doing Well	
9.3.3	Meeting stakeholder objectives	76 - 100% - High Performance	
9.3.4	Community perception of organization as model of excellence or employer of choice	76 - 100% - High Performance	
9.3.5	Quality of products or services	51 - 75% - Doing Well	

9.3.6	Performance accomplishments and program outcomes	51 - 75% - Doing Well	
9.3.7	Customer satisfaction	26 - 50% - Good Start	
9.3.8	Customer loyalty	26 - 50% - Good Start	
9.3.9	Customer confidence	26 - 50% - Good Start	
9.3.10	Employee satisfaction	51 - 75% - Doing Well	
9.3.11	Employee morale	51 - 75% - Doing Well	
9.3.12	Financial performance	76 - 100% - High Performance	

Strengths:
321

Opportunities for Improvement:
321

5. Action Plans

Your organization has opportunities for improvement in the following areas:

Key Management Area: *Governance*

Ref	Practice	Response	Score
1.4	Establish governance processes at all appropriate levels in the organization and links to stakeholders	26 - 50% - Good Start	🟡

Methodology
1. Prepare a table of contents for the governance manual
2. Gather information for each section of the manual, including process maps
3. Create a governance committee to review the draft manual
4. On the basis of the review, update the manual
5. Make the manual available to all stakeholders

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Leadership*

Ref	Practice	Response	Score
2.5	Use risk management to assess strategic goals and objectives	26 - 50% - Good Start	🟡

Methodology
1. Utilize either or both of the two approaches outlined above for each goal and objective.
2. Department managers should meet with team members to conduct risk assessments and forward their assessments for consolidation into an organization-wide risk report.
3. Senior management and department teams should develop clear contingency plans for high risk and medium risk areas or capital areas with major swot or capacity risks.
4. A culture of "no surprises" should be fostered such that risks that change are reported quickly, and an expectation of proactive consideration, active monitoring and timely reaction or resolution is encouraged.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Customers*

Ref	Practice	Response	Score
4.1	Use research to define and segment customers	26 - 50% - Good Start	🟡

Methodology
1. Conduct secondary research to profile customers.
2. Conduct primary research to fill gaps in profile.
3. Create list of questions for customers to determine their needs, wants, and preferences.
4. Use general questions for the market and specific questions for the products, services, and the organization.
5. Determine the best research method given location and type of data:
   - Location of data - desk research or computer, field work
   - Specific information - personal interviews, telephone interviews, focus groups, informants, direct observation, documents, and databases
   - General information - surveys, case studies, literature search, and historical records
6. Collect the data, documenting the characteristics of the respondents to help build the attributes list.
7. Group customers into segments made up of common attributes.
8. Determine opportunity (social, economic) for each customer segment.
9. Review the findings of this initial research with management to evaluate if the size of the potential market is sufficient to achieve success given the resources needed to launch or market the products or services.
10. Once consensus is reached, determine the priority of which customer segment to proceed with and build marketing plans accordingly.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Customers*

Ref	Practice	Response	Score
4.2	Determine customer needs and expectations	0-25% - Just beginning	🔴

Methodology
1. Develop list of questions that should be answered by research
2. Select research methods and locations
3. Develop research instruments
4. Collect information
5. Analyze the data to identify trends and opportunities for improvement
6. Prepare a summary report for management that recommends:
   - Maintaining the status quo
   - Proposing product/service design or changes
   - Exploring new opportunities with comments regarding: organizational strategy, capability, feasibility, and economic impact

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Customers*

Ref	Practice	Response	Score
4.3	Communicate the value of products and services to the customer	26 - 50% - Good Start	🟡

Methodology
1. Design annual marketing plans or programs for products and/or services.
2. Conduct a trial with focus groups if possible.
3. Develop measurement method to monitor the effectiveness of chosen communication method(s).
4. Monitor targeted objectives and adjust programs as necessary:
   - Initial data confirms potential effectiveness of marketing launch
   - Ongoing data allows continuous improvement to communication methods

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Customers*

Ref	Practice	Response	Score
4.6	Ensure positive customer experiences by identifying and managing customer contact points	0-25% - Just beginning	🔴

Methodology
1. Identify customer contact points in the organization.
2. Develop service standards aimed at delivering a positive customer experience.
3. Train employees on the service standards.
4. Gather data on conformance to the standards.
5. Analyze data and share measurement results with employees.
6. Discuss opportunities for improvement.
7. Update service standards as required.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Customers*

Ref	Practice	Response	Score
4.7	Make it easy for the customer to do business and provide feedback	0-25% - Just beginning	🔴

Methodology
1. Analyze work processes or the customer service cycle to identify customer points of contact
2. Identify the best methods to gather customer feedback at points of contact
3. Identify other methods to gather general customer feedback
4. Implement research methods
5. Compile data
6. Analyze and summarize data to identify strengths and opportunities for improvement
7. Share summary with employees

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Customers*

Ref	Practice	Response	Score
4.8	Respond successfully to customer feedback	0-25% - Just beginning	🔴

Methodology
1. Ensure all employees attend a customer service training program.
2. Review customer points of contact and determine customer feedback collection methods.
3. Train employees on feedback collection methods.
4. Require employees to collect data on an ongoing basis.
5. Compile the data on a regular basis (i.e. monthly).
6. Analyze and summarize findings.
7. Share findings with employees and identify opportunities for improvement.
8. Make changes to work processes, products, and services as required.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Customers*

Ref	Practice	Response	Score
4.9	Reaffirm presence in established markets or the requirement to change market approach	0-25% - Just beginning	🔴

Methodology
1. Review customer records and summarize levels and trends
2. Conduct an external scan of the marketplace to calculate market share
3. Compare market share with target according to organizational strategy
4. Determine if organization:
   - Can close the gap between where it is and where it wants to be
   - Must create a new marketing plan to change its approach:
     - new market, product, or service
     - abandon the market, product, or service

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Employees*

Ref	Practice	Response	Score
5.1	Undertake human resource planning that supports organization goals and objectives	26 - 50% - Good Start	🟡

Methodology
1. Review your business goals to determine if there are any issues likely to impact the business (e.g., key priorities; emerging directions and changes; changes to legislated mandate).
2. Scan the environment to gain an understanding of your workforce and identify any potential challenges to current staffing levels and skill sets:
   a. Workforce analysis (employment information for various occupational categories or functional communities):
      o demographics and employment characteristics such as:
         – age profile
         – average age of retirement and years of service
         – employment type
         – reasons for leaving
         – absenteeism
         – grievances
      o skills and competencies such as:
         – training/learning data
         – performance management data
      o internal workforce trends such as:
         – eligibility for retirement
         – vacancy and turnover rates
         – internal staff mobility such as deployments, promotions and secondments
         – overtime utilization rates
      o employee opinion data from staff surveys or other sources
   b. Internal scan (factors internal to the organization that may affect HR capacity to meet organizational goals):
      o changes in program or service delivery
      o changes to collective agreements
      o changes in leadership and priorities
      o capacity and quality of information systems
      o employee satisfaction
      o corporate culture change
      o anticipated changes in funding levels
   c. external scan (environmental factors expected to affect workforce capacity given known operational and HR priorities and emerging issues):
      o current workforce trends (e.g., retirement patterns, growing occupations)

- o demand and supply of employees in growing occupations
- o current and projected economic conditions
- o technological advancements which may make certain occupational positions obsolete or create new employment
- o labour policies that may affect your workforce capacity (e.g., recognition of international engineering credentials)
- o immigration and/or regional migration patterns
- o sources of recruitment

3. Conduct a gap analysis between the current state and future requirements of your workforce to determine where human resource strategies are required:
   - Based on an analysis of the environmental scan and business goals, what are the organization's current and future HR needs?
   - Based on projections, do you foresee a skills shortage in specific occupational groups? Will changes require acquisition of new skills?

4. Set HR priorities to help achieve business goals:
   - In light of the gaps identified, what strategies will achieve the desired outcome?
   - Work plans may include strategies related to:
     - o recruitment/staffing
     - o management development
     - o mobility/redeployment
     - o leadership development
     - o performance management
     - o succession planning
     - o corporate knowledge retention
     - o occupational health and safety
     - o disability management
     - o action planning related to employee survey results
     - o competency/skills development
     - o learning, training and development

5. Measure, monitor and report on progress.

6. Use results from performance-related data to determine future priorities and which programs and activities to continue

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Employees*

Ref	Practice	Response	Score
5.7	Encourage employees to be innovative and take risks	26 - 50% - Good Start	🟡

Methodology

1. Train employees to use creativity tools such as:
   - Brainwriting
   - Brainstorming
   - Knowledge mapping
   - Morphological box
   - Picture associations
   - Problem reformulation
   - Purpose hierarchy
   - Word associations
   - Idea matrix
   - Learning from others
2. Encourage employees to use creativity tools to help teams visualize, organize, and analyze new ideas that lead to addressing challenges.
3. Include award categories for innovation and creativity in the reward and recognition program, for example Bright Idea award.
4. Utilize an Enterprise Risk Management Framework to assess and manage risk:
   - Conduct an environmental scan to identify the context in which the organization operates
   - Develop guidelines for risk management across the organization for use in evaluating organization-wide risks, and risks for a particular project or initiative

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Employees*

Ref	Practice	Response	Score
5.8	Determine training needs of employees and provide the necessary training	26 - 50% - Good Start	🟡

Methodology
1. Identify all training related inputs.
2. Conduct a Training Needs Analysis that identifies specific skills and competencies required for each role in the organization.
3. Conduct a skills and abilities inventory for all staff members. This inventory should be a self-assessment by staff supplemented by input from supervisors based upon staff performance evaluations and feedback.
4. Conduct a skills and abilities gap analysis to determine the gaps between individuals and their roles (position).
5. Identify specific training to fill any gaps that exist for every staff member.
6. Identify organization-wide or group training that may be required as a result of training required by multiple staff members
7. Develop detailed training plan:
   - Determine training methods, delivery and modalities. This should include use of in-house trainers, external delivery and acquisition of training materials including software and on-line training resources. The training plan should be sensitive to the various learning styles (visual, verbal, social) that a variety of staff will best respond to
   - Identify other resources and supports that may be required. This should include facilities, other staff time that may be as required to develop in-house training and travel if necessary
   - Determine the cost for developing, acquiring and delivering all training
8. Obtain approval and the necessary budget to support the training plan.
9. Create ownership for the plan by identifying who is responsible for ensuring that the plan is carried out. This may be a training and development coordinator or the Human Resources lead.
10. Develop and/or acquire training. This will include developing in-house materials, external contracts for training and acquisition of software or on-line resources.
11. Conduct training as identified in the Training and Development Plan.
12. Conduct a post training evaluation to determine that the training has met the intended purpose and that staff have the skills and competency to carry out their specific roles.

Responsibility:	
Timing:	
Measurement:	

Cost:	

Key Management Area: *Employees*

Ref	Practice	Response	Score
5.11	Ensure a healthy workplace environment and involve people in addressing issues related to health and wellness	26 - 50% - Good Start	🟡

Methodology
1. Obtain senior management commitment to a healthy workplace environment. This may include developing a business case for a healthy workplace.
2. Identify someone who is interested in taking on the role to be the contact point of the program. It may be a joint committee from labour and management or someone who wants to take interest in leading the project.
3. Establish an employee committee with participation and involvement from across the organization. Members could include representatives from employee groups as well as from human resources, health and safety, and communications.
4. Develop and implement a communication plan to keep employees informed and involved throughout assessment and implementation of a plan to create a healthy work environment.
5. Have the employee committee conduct an assessment of the organization's current focus on a healthy workplace to determine areas of improvement required relative to physical environment, health practices, and social environment. Acknowledge current activities and collect baseline data.
6. Identify employee interests and needs through such means as:
   - Surveys
   - Suggestion box
   - Focus group sessions
7. Develop an action plan and cost estimate to address identified gaps and issues:
   - Identify what needs to be done.
   - Set realistic goals and objectives with responsibility, timelines, and measures
   - Plan how and when the program will be initiated.
   - Plan how to maintain interest.
   - Allocate resources
8. Obtain management approval for the plan, including support for staff time and budget.
9. Implement and communicate the action plan, including introducing formal corporate policies that state the importance of the workplace health program
10. Assess progress against the plan and results achieved. Evaluate the program based on the aims and objectives set at the outset.
11. Celebrate successes and revise the program as required based upon the results of the evaluation.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Work Processes*

Ref	Practice	Response	Score
6.9	Involve customers, suppliers, and/or partners in designing and analyzing processes	26 - 50% - Good Start	🟡

Methodology
1. Request resources from management:
   - Time
   - Meeting space
   - Materials
2. Assemble a strong team:
   - Led by the process owner
   - Right knowledge, skills, and experience
   - All perspectives (e.g. employees, customers, suppliers, partners)
   - Manageable size
3. Meet to create a common understanding about the project:
   - Understand roles and responsibilities
   - Clear goals and objectives
   - Well defined process
   - Strong leadership
   - Respect for each members contribution
   - Decision-making by consensus
4. Meet to design/analyze processes and document work:
   - Process maps
   - Policy
   - Procedures
   - Records and forms
   - Measures
   - Measurement methods
5. Make decisions by consensus.
6. Recognize members for their contribution.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Suppliers & Partners*

Ref	Practice	Response	Score
7.1	Select suppliers and partners on the basis of criteria	26 - 50% - Good Start	🟡

Methodology
1. Confirm current strategy and intent - confirm the scope, accuracy, currency and relevance of the strategic and business plans:
   • Do organizational activities conform with strategic and business plans?
   • If not, what needs to change to ensure alignment?
2. Confirm value chains - identify the value chains that are used to meet customer needs:
   • What value is delivered to customers?
   • How is it delivered?
   • Who is involved in delivering value?
   • What are the relationships among those involved?
   • Are changes being contemplated in the near future with respect to any aspect of the current value chain?
3. Confirm key processes - identify the key processes that support those value chains, and the key attributes of those processes:
   • What technologies are being used?
   • What are the customer interfaces?
   • What is the nature of the interface?
   • What is actually happening at each of these points?
   • Who manages the interface?
4. Identify potential improvement points - identify strengths and weaknesses in key business processes using feedback from employees, customers, and key stakeholders:
   • What is being done well?
   • What needs to improve?
   • Which processes are most critical to the overall value proposition being offered?
   • Are there weak points that are critical to good service delivery?
     o efficiency
     o asset usage
     o customer service
     o marketing
     o financial management
     o profitability
5. Create profile of skills and capacities needed for improvement – to capitalize on improvement opportunities, develop a profile of the skills and capacities required in order of priority (i.e. critical, essential, nice to have).

6. Identify sources of skills and capacities - assess organizational capability in addressing the improvements:
7. Does the organization have the skills and capacities?
8. Is the organization willing to develop the skills and capacities?
9. Would it be more effective to obtain these skills and capacities through supplier or partnership arrangements?
   - Specialized or general skills and requirements
   - Availability in the current marketplace
   - Amount of competition
   - Time frame to acquisition
   - Potential cost
   - Risks related to:
     o existing relationships
     o creating interdependencies and linkages not previously in place
     o creating and sustaining operational integration of a new process participant
10. Determine selection criteria – on the basis of requirements, determine selection criteria that will be used, to approach and select potential suppliers or partners, and weight factors according to importance.
11. Approach suppliers and partners – invite suppliers and partners to express interest in working with the organization:
    - Request for expression of interest
    - Request for qualifications
    - Request for proposal
12. Evaluate submissions – review proposals using criteria and weighting factor to select the preferred partners.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Suppliers & Partners*

Ref	Practice	Response	Score
7.4	Involve suppliers and partners in the development of new products and services	26 - 50% - Good Start	🟡

Methodology
1. Determine how new opportunities will be managed – the organization and its' suppliers and partners must agree on how new opportunities will be managed:
   - How opportunities will be identified?
   - Who will be responsible for opportunity identification?
   - What tools and processes will be used?
   - What decision making process will be used to decide how to proceed?
   - What information is required before an opportunity warrants further attention?
   - How will this information be validated and managed?
2. Develop review and assessment process – the organization and its' suppliers and partners must agree on how potential opportunities will be analysed and assessed. Criteria may include:
   - Alignment with strategic and business objectives
   - Market feasibility
   - Economic implications:
     o cost
     o benefit
     o return on equity
     o return on investment
   - Alignment with current relationship plans
   - Potential risks
   - Development and implementation realities:
     o timing
     o costs
     o technical challenges
   - Spill over impacts such as: other relationships and lines of products or services
   - Information sharing and management implications
   - Technical and process implications
   - Nature and scope of customer involvement
3. Develop implementation plan - once an opportunity has been legitimized and targeted for further attention, participants must prepare an implementation plan:
   - Accountability for detailed planning across current suppliers or partners
   - Identification of others outside the current relationship who may need to be involved
   - Time frames and levels of effort to go into implementation planning
   - Nature and scope of customer involvement

- Process for agreeing to a specific implementation strategy
4. Confirm the hand-off process – the organization and supplier or partner must develop a clear process for moving the opportunity from the development stage to operational reality. Particular attention should be paid to the responsibility for customer service and changes in the supplier or partner relationship. Prior to hand-off, such responsibilities should be:
- Reflected in planning and work process documentation
- Reflected in partnership agreements
- Communicated to stakeholders affected by the change

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Suppliers & Partners*

Ref	Practice	Response	Score
7.5	Involve suppliers and partners in the development of social and environmental standards	0-25% - Just beginning	🔴

Methodology
1. Identify relevant standards – the organization and suppliers or partners work together to identify or develop standards relevant to the activities encompassed by the supplier or partnership relationship:
   - What standards apply to the scope of activities captured by the relationship?
   - Designate whether standards are:
     o public or private sector
     o municipal, provincial, federal, or international scope
     o industry based
     o best practises
2. Understand standards – the organization and its' suppliers and partners reach a common understanding about the meaning of the standards and the application of such to their relationship. This includes understanding how standards setting bodies and independent decision makers have interpreted application of the standards in circumstances similar to those captured by the relationship. This may require some research and direct contact with one or more standard setting bodies.
3. Develop a commitment to compliance - the organization and its' suppliers and partners discuss how to implement and conform to the standards. Factors may include:
   - Economic implications and the distribution of costs and benefits
   - Accountability for different aspects of the standard
   - Information that will be collected, used, and managed
   - Legal and relationship supporting documents.
   - Process adjustments required to accommodate the standard
   - Reporting requirements
   - Managing progressive components to the standards
   - Managing non-compliance to standards
   - Use of rewards or incentives to meet standards
   - Communications with internal and external stakeholders

   The particular challenge at this stage is ensuring there is a shared understanding of the applicability and implications of standards before commitments are made. One risk at this stage is the costs of commitment and compliance not being shared equitably.
4. Develop an implementation plan - the organization and its' suppliers and partners develop an implementation plan for the standards. The implementation plan might include:
   - Documented standard

- Changes to work processes and targets
- Performance measurement
- Communication with internal and external stakeholders
- Responsibility
- Timing
- Budget

Particular attention at this stage should be paid to managing implementation in a low risk manner. Much credibility can be lost by rushing into the process and not meeting expectations at the outset, especially if these expectations flow from valued customers.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Resource Management*

Ref	Practice	Response	Score
8.4	Minimize the adverse impact of products and services on the environment and community	0-25% - Just beginning	🔴

Methodology
1. Develop and document the organization's values regarding environmental impacts and community impacts.
2. Ensure the environmental and community values are aligned and not in contradiction.
3. Develop a high-level matrix mapping organizational activities (e.g. processes, resources, products, services) against the environmental and community values.
4. Use a rating scale to identify the degree of conformance between organizational activities and environmental and community values.
5. Identify organizational activities that do not conform with environmental and community values.
6. Create improvement projects, with an assigned owner and desired targets, to address non-conformances.
7. Monitor improvement projects.
8. Report on progress to stakeholders.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Resource Management*

Ref	Practice	Response	Score
8.7	Provide appropriate access for stakeholders to relevant knowledge and information	0-25% - Just beginning	🔴

Methodology
1. Have resource owner maintain current information on resource.
2. Develop a communication action plan for stakeholders, using the best methods of communication for each stakeholder group.
3. Have the resource owner implement the communication plan.
4. Have the resource owner monitor and report on the degree of understanding across stakeholder groups.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Resource Management*

Ref	Practice	Response	Score
8.8	Prepare for resource interruptions	0-25% - Just beginning	🔴

Methodology
1. List possible types of resource interruptions.
2. Analyze each type of resource interruption citing the resulting impact on the organization and identifying available resources and resources that can be reallocated.
3. For each resource disruption, identify the most cost effective recovery solution that meets the organizations requirements within the desired time frame.
4. Prepare work processes to implement the recovery solution.
5. Test the recovery solution to ensure organizational acceptance and the solution satisfies the organizations' requirements.
6. Train all employees to ensure awareness and offer specialized training for individuals that play critical roles.
7. Review the manual on an annual basis to ensure it is current and comprehensive.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Continuous Improvement & Performance Measurement*

Ref	Practice	Response	Score
9.1.1	Governance	26 - 50% - Good Start	🟡

Methodology
1. Review processes, practices, and results on a set schedule (i.e. quarterly, semi-annually, annually)
2. Identify opportunities for improvement
3. Develop action plans to realize improvement opportunities
4. Share results with relevant stakeholders

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Continuous Improvement & Performance Measurement*

Ref	Practice	Response	Score
9.1.4	Customers	26 - 50% - Good Start	🟡

Methodology

1. Review processes, practices, and results on a set schedule (i.e. quarterly, semi-annually, annually)
2. Identify opportunities for improvement
3. Develop action plans to realize improvement opportunities
4. Share results with relevant stakeholders

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Continuous Improvement & Performance Measurement*

Ref	Practice	Response	Score
9.2.7	Suppliers and Partners	26 - 50% - Good Start	🟡

Methodology
1. Set up a working group within the organization made up of management and staff to measure and report on supplier and partner measures.
2. Agree on key measures.
3. Develop measurement methods.
4. Gather and analyze data.
5. Report measurement results to relevant stakeholders.
6. Identify opportunities for improvement.
7. Develop action plans aimed at realizing improvement opportunities.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Continuous Improvement & Performance Measurement*

Ref	Practice	Response	Score
9.3.7	Customer satisfaction	26 - 50% - Good Start	🟡

Methodology
1. Determine key factors that affect customer satisfaction.
2. Determine how these factors differ for different customer segments.
3. Measure customer satisfaction using appropriate measures for the organization.
4. Analyze findings, segmenting results to address the diversity of the customer base.
5. Summarize and display data from client surveys in graphical and chart form.
6. Share results with relevant stakeholders.
7. Utilize the appropriate comparative data to benchmark organizational results with others.
8. Ensure that management responds to issues of concern or dissatisfaction, issues are discussed and corrective actions are taken.
9. Develop action plans aimed at realizing improvement opportunities.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Continuous Improvement & Performance Measurement*

Ref	Practice	Response	Score
9.3.8	Customer loyalty	26 - 50% - Good Start	🟡

Methodology
1. Determine key factors that affect customer loyalty through research with:
    - Past, current, and potential customers
    - Competitors or comparable organizations
    - Literature review
2. Determine how these factors differ for different customer segments.
3. Measure customer loyalty using appropriate measures for the organization:
    - Historical records:
        o length of customer relationship
        o frequency / value of orders
        o lifetime value
        o referral business
    - Primary research on customer requirements:
        o conversations
        o interviews
        o surveys
        o focus groups
4. Analyze findings, segmenting results to address the diversity of the customer base.
5. Summarize and share findings with relevant stakeholders.
6. Utilize the appropriate comparative data to benchmark organizational results with others.
7. Ensure that management responds to issues of concern and corrective actions are taken.
8. Develop action plans aimed at realizing improvement opportunities.

Responsibility:	
Timing:	
Measurement:	
Cost:	

Key Management Area: *Continuous Improvement & Performance Measurement*

Ref	Practice	Response	Score
9.3.9	Customer confidence	26 - 50% - Good Start	🟡

Methodology
1. Determine key factors that affect service and/or product performance and customer confidence.
2. Gather data on product / service performance and customer confidence, in particular current levels and trends in key measures or indicators that are important to customers.
3. Analyze findings, segmenting results to address the diversity of the customer base.
4. Compare the measurement results with the performance of competitors and other organizations with similar offerings.
5. Summarize and share findings with relevant stakeholders.
6. Ensure that management responds to issues of concern and corrective actions are implemented.
7. Develop action plans aimed at realizing improvement opportunities.

Responsibility:	
Timing:	
Measurement:	
Cost:	