

**TABLE 1 Performance Excellence Self – Assessment Matrix 2019-2020**

**Start with the Leadership criteria, read down the column & select the description that reflects the current organization profile. Place the score it relates to at the bottom of the column as the SCORE. Continue in the same manner across each criteria assigning a score to each. Multiply each SCORE by the relevant FACTOR to create a TOTAL for each criteria. Finally, add up the totals to produce the GRAND TOTAL. This prints off ideally on an 11x17 sheet.**

SCORE	LEADERSHIP	STRATEGIC PLANNING	CUSTOMER FOCUS	MEASUREMENT ANALYSIS & KNOWLEDGE MGT	WORKFORCE FOCUS	OPERATIONS FOCUS	RESULTS
1	Management makes decisions as individuals. Promotes developing & improving organization but no systematic approach is established. Targets set. Information is subjective. Management not seen as champions of quality.	Business plans focused only on financial targets. Plans not widely communicated or championed. Mission statement exists. No systematic approach to review vision, mission, values or strategic challenges. Anecdotal.	No systematic approach determining or targeting customers. Information is subjective and mainly relates to customer complaints. Some corrective action, but root causes not sought. Limited customer VOC satisfaction data available.	Decisions made by few. Key information kept by few. No systematic approaches. Subjective information. Regulatory environments are not scanned or analyzed for changes that may relate to potential opportunities or negative impacts.	Processes to track employee perceptions, but limited follow up action. No systematic approach. No consistent 3-5 year trend data. Most data is subjective and limited. Absenteeism and staff turnover high. Training seen as costly.	No systematic approaches. Limited information relates only to key processes. No analysis of current or future technology or equipment needs. Few procedures exist. Changes & improvements made only when problems arise.	Some financial and non-financial results identified and available. Results limited in scope. No improvement trends of 3-5 years. Limited data on community perceptions. Monitors some organization effectiveness & customer satisfaction.
2	Systematic approaches to increase awareness of business issues across organization. Major deployment gaps. Management acts as team to set & deploy short & long term goals. Two-way communication. Improvement group involvement. Ethical business practice focus.	Start of systematic approaches. Critical success factors identified. Processes to collect key internal information enables reviews. Monitor business plans and targets. Performance comparisons to past performance and competitors. Project future performance. Major gaps in deployment.	Systematic collection & analysis of customer complaints and trends. Basic key measures identified. Current and former client information gathered & analyzed. Key requirements identified. Focus on building relationships and partnerships. Major gaps in deployment.	Data exists, often discussed but rarely used for improvements. Start of a systematic approach. Focus on timeliness, integrity, reliability, accuracy, security and confidentiality. Market research up to date, relevant and useful. Strengths and opportunities assessed.	Employee satisfaction issues identified. Forms start of a systematic approach. Management recognize success comes from employees. Major gaps in deployment. Training made available and aligned to strategic and employee plans. Educational levels and job diversity considered.	Beginning of systematic approach. All key processes are identified, flowcharts/documented. Opportunities for improvement assessed. Major deployment gaps. Awareness of new technologies, changing customer needs. Focus on business performance improvement beginning.	System exists to measure & monitor key financial & non-financial indicators. Some results are reported for critical aspects. Some areas of improvement indicated. Some benchmarking on community perceptions, environmental issues. Key performance outcomes established.
3	Effective systematic & responsive approaches. Management develop & support improvement teams. Management fully communicates values and strategy vertically & horizontally. Prevention & continuous improvement focus. Sets priorities. Supporting local community groups.	Innovative approach forming. Systematic, responsive approach. Move from reacting to problems to prevention and continuous improvement. Early stages of deployment. Competitor & customer satisfaction data collection & analysis. Results widely communicated.	Effective and responsive approach created. Customer data used to set performance targets. Moving from reaction to prevention. Early stages of deployment of systematic approach to integrate awareness of customers & market & their impact on competitive position. Key success factors improved.	Process in place to manage dissemination of relevant info to vendors, customers & employees. Moving from reacting to problems to prevention and improvement. Early stages of deployment of an effective systematic, responsive approach with a focus on integration across the organization.	Effective systematic, responsive process to create transparent two-way communication of information. Employee views actively sought. Evidence of valuing people. Data used to set targets and action plans. Emphasis on diversity, ideas and succession planning. Proactive focus. Early deployment.	Responsive and systematic approach created to evaluate effectiveness of key & value added processes. Move from reacting to problems (corrective action) to preventive action and continuous improvement. Transfer of learning from past projects across organization.	Results communicated to all employees on a regular basis with improvement targets indicated. Results included for many critical aspects of the organization. Improvement trends of 3-5 years are reflected in many of the areas reported. Range of targets set, data gathered, results analyzed and trends established.
4	Well deployed in many areas. Fact based systematic approaches. Management creates improvement teams, checks progress & gives timely recognition. Reviews organizational performance. Assesses community perceptions.	Fact based, effective approach well deployed through many areas to ensure processes are reviewed. Promotes understanding of vision, strategy, policy & responsibilities to all stakeholders. Effective, efficient communications.	Relevance of targets to customer satisfaction strongly assigned. Fact based effective systematic approach well deployed in many areas. Action plans have defined time-scales, responsibilities are clearly assigned. Customer perceptions gathered.	Decisions are made on the basis of fact based information. Stock, materials etc related to customer requirements and linked to project management. Fact based, effective systematic approach. Well deployed in many areas.	Fact based, effective systematic approaches. Strong links to employee satisfaction. Effective appraisal system. Skill gaps identified, planned and reviewed. Training supported & reinforced on the job. Trends are established, targets set.	Well deployed through many areas, aim to focus on key improvements with targets set. Focus on innovation. Fact based effective systematic approach. Partnerships with suppliers are established. Focus on agility for the future.	Trends used as indicators monitored regularly & are used to set targets for improvements. Good improvement trends of 3-5 years based on some comparative (best in class and world class) benchmarking data evident in many to most critical areas. Consistently improve trends.
5	Fact based systematic evaluation, improvement process. Aligned with organizational needs. Trends improved. Process ensures good relationships with customers & suppliers. Well deployed throughout. Managers seen as improvement role models. Culture for empowerment, agility, risk taking & learning.	Relevant resources proactively made available for improvement efforts. Aligned with the organizations needs. Fact based systematic evaluation, improvement process. Well deployed throughout. Strategy takes full consideration of PE model. Two-way communications monitored and improved.	The need to meet and exceed customer needs is related in the strategic and operational plans. Fact based systematic evaluation, improvement process in place for improvement. Well deployed throughout. Customer satisfaction trends reaching target levels. Meeting customer needs seen as key focus.	Data gathered/analyzed for accurate view of competitors. Used in business plans. Processes that identify additional resources that can strengthen competitive advantage. Fact based systematic evaluation & improvement process. Aligned with organizational needs. Well deployed throughout.	Fact based systematic evaluation, improvement process. Alignment with organizational needs. Employee satisfaction increasing with positive trends 3-5 years. Some targets met. Reduced errors, defects, waste, improved cycle time; responsiveness & performance direct links to improved learning.	Aligned with needs of organization. Customer needs linked to processes. Well deployed throughout. Quality Management Systems (ISO9001) and or Environmental (ISO14001) or Safety (ISO45001) Management Systems exist. Fact based systematic evaluation & improvement processes.	50% of targets met. No negative performance. Improvement trends in most critical areas ie key customer, market & process requirements are evident. Many trends are compared to relevant world class benchmarks & reflect good performance levels. The priority of meeting agreed customer needs is reflected throughout strategic process.
6	Systematic continuous improvement & use of organizational learning & innovation. No deployment gaps. Senior managers visibly seen as champions of quality.	Processes assess the relevance of strategy; policies and plans based on business results. Organizational learning. No deployment gaps. New culture developed.	Systematic evaluation using continuous improvement & learning to focus on drivers of customer satisfaction. Used to modify targets. No gaps in deployment.	Processes for identifying, assessing & evaluating new technologies and their impact. Systematic evaluation using continued improvement & organization learning.	No deployment gaps. Climate based on personal development exists. Changes that adversely affect employees jointly considered. Focus on organizational learning.	Evaluation of all processes via continuous improvement and organizational learning. Some evidence of improved processes. No gaps in deployment.	Improving and negative trends are evaluated and linked directly to the approach / deployment enablers. Benchmarking is used for best in industry, class & world comparisons.
7	Evidence of refinement, improved integration of evaluation system. Employees empowered. Organizational analysis, sharing of info. Better regulatory requirements. Proactive recognition & rewards of employees.	Modification of strategy and policy a result of focus on being proactive. Organizational level analysis & evaluation, sharing of results. Clear evidence of refinement & improved integration of evaluation system.	Evidence of refinements. Improvements regarding integration of evaluation system. All employees understand and are involved in achieving customer targets. Benchmarking across industry/ best in world.	Benchmarking against the best in class, focus on key improvement indicators. Clear evidence of refinement & improved integration of evaluation system. Results in organizational level analysis & info sharing.	Benchmarking reflects high employee satisfaction on range of issues. Organizational level analysis and sharing of info. Clear evidence of refinement and improvement of evaluation systems.	Clear evidence of refinement and improved evaluation system. Use of key measures to continually evaluate and improve processes and their value to the customer. Use of cross-functional teams.	Benchmarking targets are reset to create new stretch improvement targets. Data available to stakeholders. Good performance trends are presented for many / most critical areas. Targets are set and compared to best in class/world with good relative performance levels.
8	Fully deployed with no gaps. All current business needs considered. Consistent management approach to continuous improvement. Local community and employee views are proactively sought and acted upon.	Strategy understood by all stakeholders and senior management champions' vision. Critical factors i.e. customer satisfaction reviewed at all levels. Fully deployed no gaps. All business needs considered.	70% of customer targets met. Fully deployed. Current business needs considered. Ongoing efforts to identify & exceed customer needs. Integrated into strategic planning, improvement & innovation processes.	Focus on innovation and continual improvement. Fully deployed. All current business needs considered. Strategic objectives and resource allocations needed to accommodate such needs determined, action taken.	Evidence that employees feel valued for their contribution. Most targets met. Fully deployed no gaps exist. All current business needs are considered. Strong links between learning & ability to apply & practice skills.	Performance has strong links to customer needs and satisfaction. Targets being met in many cases. Good deployment, all current business needs considered. Processes owned by empowered employees.	75 % of targets achieved. Performance is good to excellent in many critical areas. Most improvement trends are sustained. Many comparisons show very good relative performance levels. Results monitored include most key customers, markets, competitors and processes.
9	All current and future business needs considered and projected for potential future needs. Managers actively promote & demonstrate involvement in quality. 70% of impact on society issues met & exceeded. Evidence of visionary leadership.	Process to analyze competitor strategy & maintain competitive advantage. Business needs considered in addition to future needs. Projection/scenario planning for future needs integral part of strategic planning process.	Customer satisfaction achieved. Current and future business needs considered. Planning for potential future customers. Reached best in class benchmarks. High levels of internal & external customer loyalty & trust.	Considered all current and future business needs. Data used to determine trends to create projections, scenario planning, brainstorming & partnering to aid in identifying potential future needs and outcomes.	Consideration of all future needs and projection / scenario planning for potential impacts on employees and all training requirements/ gaps. Employees & families feel part of organization. Innovative environment, cross functional learning.	Value added processes analyzed managed & improved. All targets achieved. Planning for needs of external & internal customers, suppliers & partners. Continuous incremental & dynamic innovative improvements exist.	All targets met. Continued improvement in 25% of trends. Current performance excellent in most critical areas. Good to excellent and sustained improvement trends. Evidence of world class leadership in many areas. Results cover all customer, market competitor, new entrants & processes.
10	All leaders proactively sustain the improvement, culture & business ethos. Fully responsive systematic approach considering current & future needs. Fully deployed no weakness or gaps. Very strong fact based evaluation, improvement process. Extensive organizational learning. Socially responsible.	Strategies achieved. Continual improvement focus. Responsive systematic approach considering multiple issues. Fully deployed no weakness or gaps Very strong fact based evaluation & improvement processes. Extensive organizational learning. Strong refinement & integration across organization.	All customer satisfaction targets exceeded. Fully responsive systematic approach to changing needs. Fully deployed with no weakness. Very strong fact based processes for evaluation & improvement. Strong organizational learning Sustained improvement in customer satisfaction. Evidence of excellence.	All resources aligned with strategies. Focus on innovation. Responsive systematic approaches considering changing business needs. Fully deployed no weakness. Very strong fact based evaluation, improvement process. Extensive organizational learning. Constant refinement & Integration of processes.	Responsive approach to current/future changing business needs & impact on employees. Fully deployed no weaknesses. Very strong fact based systematic evaluation & improvement process. Satisfaction levels exceed world class benchmarks. Improvement trends sustained. Integration across organization.	All targets exceeded. Fully responsive systematic approach considers multiple issues & future needs. Stake-holder's needs exceeded. Customers find it easy & beneficial to do business. Strong refinements to processes. Very strong fact based evaluation & improvement process. Extensive organizational learning.	All targets are exceeded. 50% show continued improvement. Considered world class in regard to benchmarking in most/all areas. Full integration. Most results clearly linked to approach/enablers. Leadership participates in and impacts upon public responsibility and citizenship. Recognized for roles in education, research community, environment & improving industry practices.
SCORE							
Factor	12.0	8.5	8.5	9.0	8.5	8.5	45.0
TOTAL							
						GRAND SCORE =	/ 1000