



2014-2015

**Georgia Focus Recognition (Step 1)
Self-Assessment Tool**

Georgia Oglethorpe Award Process, Inc.
Leading Georgia's Organizations to Improve Performance

Testimonials about the Georgia Oglethorpe Award Process

“For more than 10 years, NCCPA’s motto has been *excellence in all we do*, and our discovery of the Georgia Oglethorpe’s *Criteria for Performance Excellence* has spurred us to achieve that vision anew by creating greater efficiencies, listening to the voice of our customers and stakeholders, reducing errors, planning more effectively, tracking and monitoring results, and giving back to our key communities. We recognize the value that the *Criteria* continue to add to our organization, and we strive to integrate them into all facets of our business and organizational culture.”

Janet Lathrop, President and CEO, NCCPA, Georgia Oglethorpe Award-2007

"This process helped our focus, provided clarity, and added a level of simplicity as it redirected our thoughts towards what our customers require and how we achieve their needs."

Mike Renfrow, University of West Georgia, Georgia Focus Recognition, 2005

"These Criteria are the mainstay of assisting our school in setting direction, creating a customer focus, clear and visible values and high expectations. This quality approach is a powerful framework and the application to the management of schools is considerable. Student achievement has been improved greatly by aligning school processes with best practices and strategic planning."

Brenda Kelley, Principal, Stephens County Middle School, Georgia Oglethorpe Award, 2001

"This process is about letting student achievement data drive the decision making and changing the system to meet the needs of the students based on data."

Sherrie Whiten, Asst. Principal, Stephens County Middle School, Georgia Oglethorpe Award, 2001

"Government agencies that use the criteria consistently and successfully will see their programs continue, funding become more resistant to budget cutting, and will, over time, gain the assets of lesser performing government agencies. They will also see increased employee morale and external customer satisfaction. When the criteria are properly and consistently undertaken, it forces the organization to face the issues and develop a strategy to combat complacency, and the inability to change and improve."

Paul Burks, Executive Director, Georgia Environmental Facilities Authority (now Georgia Environmental Finance Authority), Georgia Oglethorpe Award, 2006; Georgia Progress Award, 2004

"The HON Company used the Georgia Oglethorpe Criteria for Performance Excellence to improve the development and deployment of key strategic priorities, enhance accountability to internal and external customers and boost performance in several critical measures. Results include a 67% reduction in customer quality complaints, a 54% improvement in the company’s OSHA safety record, an 18% jump in productivity, a 17% boost in on-time delivery to customers, and a 15% uptick in employee morale. The process helped us develop a more systematic, aligned, and integrated approach to our business."

Todd Murphy, VP & General Manager, The HON Company, Georgia Oglethorpe Award, 2004

Testimonials about the Baldrige Criteria for Performance Excellence

“The most important catalyst for transforming American business, offering a comprehensive framework for assessing progress toward the new paradigm of management.”

Professor David Garvin, Harvard Business School

"I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results."

Jim Collins, author of *Good to Great: Why Some Companies Make the Leap . . . and Others Don't*

The publication containing the Baldrige Criteria is “probably the single most influential document in the modern history of American business.” Gordon Black, Chairman and CEO of Harris/Black Int'l, Ltd.

We appreciate the following individuals for their work in preparing this document:

Douglas A. Samuels: Managing Partner/Principal, flexOD

Eric Smith: Purchasing Manager, Fiserv, Inc.

Ellen Rooney, Marketing & Public Relations, Georgia Oglethorpe Award Process, Inc.

Table of Contents

Introduction	4
• What Does My Organization Receive By Completing This Process?.....	4
• What is the <i>Self-Assessment Tool</i> ?.....	5
• Criteria Framework: A Systems Perspective.....	6
Self-Assessment Tool	7
Core Values and Concepts of the Criteria	7
Organizational Profile	10
• Part 1. Organizational Description.....	10
• Part 2. Organizational Situation.....	13
Category Assessment	15
Process Categories	15
• Six-Point Rating Scale for Process Categories 1 to 6.....	15
• ADLI for Evaluating Process Categories 1 to 6.....	15
• Category 1: Leadership.....	16
• Category 2: Strategic Planning.....	19
• Category 3: Customer Focus.....	21
• Category 4: Measurement, Analysis, and Knowledge Management.....	23
• Category 5: Workforce Focus.....	25
• Category 6: Operations Focus.....	27
Results Categories	29
• Six-Point Rating Scale for Results Category 7.....	29
• LeTCI for Evaluating Results Category 7.....	29
• Category 7: Results.....	30
Summary of Key Self-Assessment Findings	35
1. Evaluation of Graphs (Optional).....	35
2. Missing Information (Optional).....	35
3. Four-point Executive Summary (Optional).....	36
4. Self-Analysis Worksheet (Optional).....	37
5. Action Plan (Required).....	39
Application Forms, Deadlines & Submissions	40
Important Reference Information	40
Georgia Oglethorpe Contact Information	41

Introduction

Congratulations ...on taking an important first step toward achieving higher performance levels for your organization. This *Georgia Focus Recognition (Step 1): Self-Assessment Tool* booklet will help you and your leadership team assess how your organization is performing and identify actionable opportunities for improvement. This booklet provides a practical way for your organization to begin working with the Georgia Oglethorpe assessment process. Whether you are in a business, industry, government, education, healthcare, or nonprofit sector organization, you can use this *Self-Assessment Tool* as a means of self- and third-party assessment to improve your organization's performance. Your leadership team begins a journey to become more competitive and a stronger force in the marketplace you serve whether local, state, national, and/ or international. Completing this *Self-Assessment Tool* will move your organization one step closer to achieving and sustaining higher performance levels by becoming more effective, efficient, and competitive.

This *Self-Assessment Tool* is based on the Malcolm Baldrige Criteria for Performance Excellence, an internationally recognized standard for top leadership to use in assessing a leadership and management system. The Malcolm Baldrige Award, traditionally presented by the President of the United States, is the highest level of national recognition for organizational innovation and performance excellence. These are the same Criteria used to determine recipients of the Georgia Oglethorpe Award (Step 4), Georgia's highest level of organizational recognition for performance excellence. The Governor of Georgia recognizes award and recognition recipients at the Georgia Oglethorpe Annual Awards Ceremony. Georgia organizations that learn and use these Criteria as a roadmap toward higher performance levels show significant improvement and contribute to the economic development and competitive position of the State of Georgia. There are state, local, and regional Baldrige-based award programs throughout the United States. As members of The Alliance for Performance Excellence, these programs can be identified at this link: www.baldrigepe.org/alliance/programs.aspx. Additionally, many countries have developed award programs based on the Baldrige Performance Excellence Program's Criteria and approach."

What Does My Organization Receive By Completing This Process?

The primary benefit of using the Self-Assessment Tool is to provide a framework and a systematic approach to identify key issues for your strategic and annual planning purposes, to help you prioritize, and to make organizational improvements. It requires a smaller investment in time to complete than responding to the other options for assessment (Steps 2, 3, or 4). For those organizations that seek eventually to pursue a more advanced self- or third-party assessment and award, such as that of the Georgia Challenge Award (Step 2), the Georgia Progress Award (Step 3) or the Georgia Oglethorpe Award (Step 4), completing this process will direct your leadership team to identify the kinds of information and data required and will provide a deeper understanding of the Criteria for Performance Excellence.

If you submit this Self-Assessment Tool to Georgia Oglethorpe for third-party review, your organization will receive a personal visit from one or more Georgia Oglethorpe examiners. The examiner(s) will provide insight as to what the Criteria expect both within the Self-Assessment Tool and at more advanced stages. The examiner(s) will also provide verbal feedback on your organization based on the Criteria. This feedback will further clarify the type of information needed to complete an application/assessment for the higher levels of assessment (Steps 2, 3, or 4). Third party assessments will provide an unbiased look at your organization and will highlight those vital few opportunities to further progress toward performance excellence. ***All information submitted in the Self-Assessment Tool and discussed during the examiner visit will be kept strictly confidential.***

Submission of your completed Self-Assessment Tool provides your organization an opportunity to be recognized at the Georgia Oglethorpe Annual Awards Ceremony and to receive a framed certificate documenting completion of the self-assessment and feedback process afforded by Georgia Focus Recognition (Step 1). This certificate, while not an award, is recognition that your organization has taken the first step toward learning and using the Criteria for Performance Excellence. We encourage those who have completed Georgia Focus Recognition to advance to the Georgia Challenge Award (Step 2) or higher. Neither step is a pre-requisite of the other, but most organizations are encouraged to complete the natural progression from Step 1 to Step 4, depending upon their knowledge and experience levels in working with the Criteria.

What is the Self-Assessment Tool?

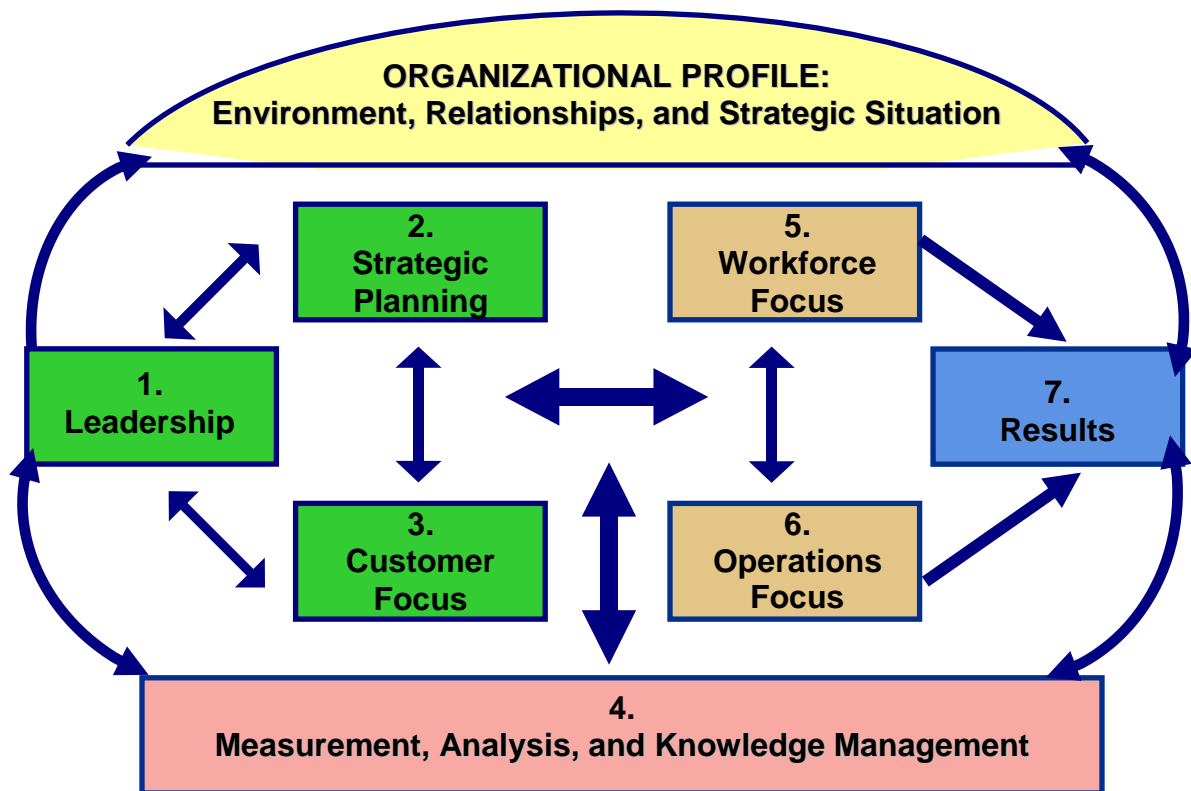
This Self-Assessment Tool is based on the Georgia Oglethorpe assessment process and the Baldrige Criteria for Performance Excellence. The tool consists of a Core Values and Concepts section, an Organizational Profile, a Category Assessment with the seven categories of activity common to all organizations, and the Summary of Key Self-Assessment Findings with five exercises including a required Action Plan. The seven Categories of management activity are (1) Leadership; (2) Strategic Planning; (3) Customer Focus; (4) Measurement, Analysis and Knowledge Management; (5) Workforce Focus; (6) Operations Focus; and (7) Results. To facilitate data entry, this document is available as an MS Word document at www.GeorgiaOglethorpe.org under the Assessment tab, Steps & Criteria. Access the link to our 2014-2015 Georgia Focus Recognition (Step 1): Self-Assessment Tool.

To submit your completed *Self-Assessment Tool* for third-party review by Georgia Oglethorpe examiners, download the Intent-to-Apply Form, Application Form, Site Listings and Descriptors Form and Timetable from www.GeorgiaOglethorpe.org, found at the Assessment tab. Note the deadlines for submitting the Intent-to-Apply Form, which is based on the size of the applicant organization. For fees, please contact the Georgia Oglethorpe office using the Contact Us option on our Web site. You may leave a voice mail request at phone: 404.232.3808 or e-mail us at office@georgiaoglethorpe.org and someone will get back to you.

Complete the Category Assessment, providing a rating for each statement and recording specific information for those items designated by an asterisk (*). The boxes provided for discussion questions may be expanded as needed in the Microsoft Word document. Although there is no page limit for the submitted package, please keep in mind the examiners that will read your assessment, considering them your customers. Examiners will appreciate focused, succinct and crisp remarks. See the section "Application Forms, Deadlines & Submissions" on page 40 of this booklet for additional information on submission of the completed *Self-Assessment Tool*. For best results, refer also to the *2013-2014 Criteria for Performance Excellence (Baldrige)* which is being used for the *2014-2015 Georgia Oglethorpe Award (Step 4)* booklet and is the basis for our 2014 and 2015 assessment cycles. This publication can be purchased from the Baldrige Performance Excellence Program. To order, see page 40, "Important Reference Information."

This *Self-Assessment Tool* is useful for all organizations, including large, small or sub-unit; for-profit or nonprofit; and business, industry, government, education, healthcare, or nonprofit sectors. Through a careful response to each statement in this *Georgia Focus Recognition (Step 1): Self-Assessment Tool* booklet, you will gain insight into key operational issues critical to your organization's success. The statements have been designed to address common elements that all leaders, managers, and organizations face. You will find this an easy-to-use guide that addresses a broad spectrum of your organization's activities.

Criteria for Performance Excellence Framework: A Systems Perspective



The **Criteria for Performance Excellence** provide a systems perspective for managing your organization to achieve performance excellence. The Core Values and Concepts and seven Categories form the system structure while successful management of overall performance requires synthesis, alignment, and integration.

The overarching **organizational profile** sets the context for the way your organization operates. The **system operations** are composed of the six categories organized into the **leadership triad** (Categories 1, 2, 3) and the **results triad** (Categories 5, 6, 7). All actions point toward results, both internal and external. Category 4 (Measurement, Analysis, and Knowledge Management) is the foundation for the performance management system as it provides facts and knowledge to improve performance and competitiveness.

Synthesis means looking at your organization as a whole and focusing on what is important to the whole enterprise. **Alignment** refers to consistency at all organizational levels of plans, processes, information, resource decisions, actions, results, analysis, and learning to support key organization-wide goals. **Integration** means that the different components of your performance management system are interconnected and harmonized to produce seamless operations.

Self-Assessment Tool

Core Values and Concepts of the Criteria

The Criteria are built on a set of Core Values and Concepts, embedded beliefs and behaviors characteristic of high-performing organizations. These are the foundation for both the Georgia Oglethorpe assessment process and this *Self-Assessment Tool*. Before working with the *Self-Assessment Tool*, we recommend that you note in the space provided below **how** these Core Values and Concepts are observed and demonstrated throughout your organization. It will also be useful as you work through the Category Assessment to note examples of these expressed through your organizational policies and practices.

<p><i>VISIONARY LEADERSHIP</i> An organization’s <i>senior leaders</i> should set directions and create a customer focus, clear and visible values, and high expectations. The directions, values and expectations should balance the needs of all your stakeholders. As role models, leaders can reinforce ethics, values, and expectations while building leadership, commitment, and initiative throughout your organization.</p>	
<p><i>CUSTOMER-DRIVEN EXCELLENCE</i> Customers are the final judges of an organization’s performance and quality. Organizations must anticipate and meet their internal and external customer needs, now and in the future. Thus, your organization must take into account all product features and characteristics and all modes of customer access and support that contribute value to your customers.</p>	
<p><i>ORGANIZATIONAL AND PERSONAL LEARNING</i> Achieving the highest levels of organizational performance requires a well-executed approach to organizational and personal learning that includes sharing knowledge via systematic processes. Learning needs to be embedded in the way your organization operates. This means that learning (1) is a regular part of daily work; (2) is practiced at personal, work unit, and organizational levels; (3) results in solving problems at their source (“root cause”); (4) is focused on building and sharing knowledge throughout your organization; and (5) is driven by opportunities to effect significant, meaningful change and to innovate.</p>	

<p><i>VALUING WORKFORCE MEMBERS/PARTNERS</i> Organizations can only be successful if they make a commitment to ensure their work force is diverse, continuously trained, multi-skilled, adaptable, engaged and empowered. External partnering with customers, suppliers, educational, or community organizations may complement your core competencies or leadership capabilities and may be a source of strategic advantage for your organization.</p>	
<p><i>AGILITY</i> Success in the global marketplace demands agility – a capacity for rapid change and flexibility. All aspects of time performance now are more critical and cycle time has become a key process measure. Other important benefits that may result from this focus on time are improvements in work systems, organization, quality, cost, productivity, and supply-chain integration.</p>	
<p><i>FOCUS ON THE FUTURE</i> Ensuring organizational stability requires understanding short- and longer-term impacts to your business environment, such as customers’ expectations, new business opportunities, workforce and leadership development, changing regulatory requirements, competitive pressures, and changes in community and societal expectations and trends. It also requires agility to modify plans when circumstances warrant. Strategic objectives and resource allocations need to accommodate these influences.</p>	
<p><i>MANAGING FOR INNOVATION</i> <i>Innovation</i> is making meaningful change to improve an organization’s products, services, and processes and create new <i>value</i> for the organization’s stakeholders. Innovation should focus on leading your organization to new dimensions of performance. Innovation should be integrated into the daily work over all aspects of your operations, and should be supported by your performance improvement system.</p>	
<p><i>MANAGEMENT BY FACT</i> Facts and data are critical to sound planning and quality operations. To ensure the effective use of facts and data, every organization must put systems in place to collect and analyze relevant,</p>	

<p>accurate and timely data. A major consideration in performance improvement involves the careful selection and use of appropriate performance measures and indicators. Analysis supports a variety of purposes, such as planning, reviewing your overall performance, improving operations, accomplishing change management, and comparing your performance with competitors' or with "best practices" benchmarks.</p>	
<p><i>SOCIETAL RESPONSIBILITY</i> Leaders should be committed to societal responsibility including</p> <ul style="list-style-type: none"> • <u>responsibility to the public</u>: protection of public health, safety, and environment, • <u>ethical behavior</u> in all transactions with monitoring by its governance body, and • <u>good citizenship</u>: leadership and support of publicly important purposes. <p>Managing societal responsibility requires the organization to use appropriate measures and leaders to assume responsibility for those measures.</p>	
<p><i>FOCUS ON RESULTS AND CREATING VALUE</i> Organizational performance measurements need to focus on key results. Results should be used to create and balance value for your stakeholders – customers, your workforce, stockholders, suppliers and partners, the public, and the community. Organizational strategy explicitly should include key stakeholder requirements.</p>	
<p><i>SYSTEMS PERSPECTIVE</i> The Criteria provide a systems perspective for managing your organization and its key processes to achieve results and to strive for performance excellence. The seven Criteria categories, the Core Values and Concepts, and the Scoring Guidelines form the building blocks and integrating mechanism for the system. However, successfully managing overall performance requires synthesis, alignment, and integration of all components to ensure consistency of plans, processes, measures, and actions. These concepts are illustrated in the Criteria Framework diagram and text on page 6. Thus, a systems perspective means managing your whole organization, as well as its components, to achieve success and sustainability.</p>	

Organizational Profile

The Organizational Profile is a snapshot of your organization, the key influences on how you operate, and the key challenges your organization faces. Your responses here become what Georgia Oglethorpe examiners refer to as the “key factors” that define the unique characteristic of your organization. These key factors are necessary for completing a customized assessment of your organization. (Note: If you have already answered questions in the comprehensive Organizational Profile from the *Criteria for Performance Excellence: Georgia Oglethorpe Award (Step 4)*, please place those questions and your responses here and disregard this condensed version of questions for this Organizational Profile.)

Part 1. Organizational Description: What are your key organizational characteristics?

Describe your organization’s business environment and your key relationships with customers, suppliers, and other partners.

a. Organizational Environment

1.	Name of organization:				
2.	Contact person & phone number:				
3.	What are your main products and services and how are these delivered to customers? <table border="1" data-bbox="256 1087 1386 1373"><tr><td><u>Products & services</u></td><td><u>Delivery methods</u></td></tr><tr><td> </td><td> </td></tr></table>	<u>Products & services</u>	<u>Delivery methods</u>	 	
<u>Products & services</u>	<u>Delivery methods</u>				
4.	What are your stated purpose, vision, mission, and values?				
5.	What are your organization’s core competencies and their relationship to your mission?				

6.	<p>What is your workforce profile? Name each workforce or employee group and give key characteristics in terms of education levels, work activity, special health and safety requirements, workforce diversity and job diversity, and organized bargaining units.</p> <table border="1" data-bbox="256 310 1458 583"> <thead> <tr> <th data-bbox="256 310 836 352"><u>Workforce group</u></th> <th data-bbox="836 310 1458 352"><u>Characteristics</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="256 352 836 583"> </td> <td data-bbox="836 352 1458 583"> </td> </tr> </tbody> </table>	<u>Workforce group</u>	<u>Characteristics</u>		
<u>Workforce group</u>	<u>Characteristics</u>				
7.	What are your major facilities, technologies, and equipment?				
8.	What is the regulatory environment under which your organization operates?				

b. Organizational Relationships

1.	Describe your organizational structure and your governance system?				
2.	What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate?				
3.	<p>List your key market segments, customer groups, and stakeholder groups. For each group or segment, list key requirements for your products, customer support services, and operations. Mention the differences that exist among the various groups and segments.</p> <table border="1" data-bbox="256 1507 1458 1690"> <thead> <tr> <th data-bbox="256 1507 889 1549"><u>Customer/stakeholder group or market segment</u></th> <th data-bbox="889 1507 1458 1549"><u>Key requirements for products and services</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="256 1549 889 1690"> </td> <td data-bbox="889 1549 1458 1690"> </td> </tr> </tbody> </table>	<u>Customer/stakeholder group or market segment</u>	<u>Key requirements for products and services</u>		
<u>Customer/stakeholder group or market segment</u>	<u>Key requirements for products and services</u>				
4.	What are your key (most important) types of suppliers, partners, and collaborators?				

5.	What role do these suppliers, partners, and collaborators play in the production and delivery of key products and customer support services?
6.	What are your key supply-chain requirements?
7.	What are your key mechanisms for communicating with suppliers and partners?

Part 2. Organizational Situation: What is your organization's strategic situation?

Describe your organization's competitive environment, your key strategic challenges and advantages, and your system for performance improvement.

a. Competitive Environment

1.	What is your competitive position?
	a) Your size (both absolute size and size relative to your competition):
	b) Growth in the industry or markets served:
	c) Numbers of competitors:
	d) Types of competitors:
2.	Consider your primary competitors and how your organization differentiates from them:
	a) What are the principal factors that determine your success relative to your competitors?
	b) What are any significant changes taking place that could affect your organization's competitive position including opportunities for innovation and collaboration?

b. Strategic Context

1.	What are your key strategic challenges and advantages?
	a) Business:
	b) Operations:

	c) Societal responsibility:
	d) Workforce (Human Resources):
2.	What are your key strategic opportunities to grow existing markets or expand into new ones?

c. Performance Improvement System

1.	How do you maintain an organizational focus on performance improvement?
2.	What is your approach to systematic evaluation and improvement of key projects?
3.	What is your approach to systematic evaluation and improvement of key processes?

Category Assessment

Process Categories

Six-Point Rating Scale for Process Categories 1 to 6

The following pages contain statements for Categories 1 to 6 for use in assessing your organization's key processes. Each Category relates to the Georgia Oglethorpe assessment process and includes a sub-level of statements called Items. For each Category and Item, read each statement and ask, "**To what extent is this statement true for my organization?**" Then select the rating that most closely represents your views based on the rating scale below. Record the rating from 0 to 5 in the box beside each statement. Statements with asterisks require additional explanation if your answer is greater than 0. Consider the **key factors** that you identified in the Organizational Profile.

The description of the **Process Rating Scale** is shown below and at the start of each Item. To facilitate rating each item, keep this page handy while you complete Categories 1 to 6.

0-Never or Rarely	There are few, if any, examples where this is true, and we have no plans or approach to address this issue.
1-Slightly	There are few, if any, examples where this is true, but an approach is being developed.
2-Somewhat	An approach has been developed, but deployment is limited. There are increasing numbers of examples of this being addressed, and we are enthusiastic about further developments.
3-Substantially	A systematic approach is in place although not fully deployed. The issue is increasingly being addressed. The methods for determining effectiveness have not yet been fully evaluated. The activities in this area are aligned but not always integrated.
4-Strongly	A systematic approach has been fully deployed, the methods are now evaluated, and we increasingly look for further development, adaptation, and knowledge sharing. We have made significant progress towards addressing this issue and have many examples. Our organization increasingly sees this as "part of the job." The activities in this area are usually, though not always, integrated.
5-Always	A systematic approach is in place and incorporates continuous evaluation, improvement, and knowledge sharing. The activities in this area are fully deployed and fully integrated. This is essential to what we do, and we believe we do it well.

ADLI for Evaluating Process Categories 1 to 6

"Process" refers to the methods your organization uses and improves to address the Item requirements in Categories 1-6. The four factors used to evaluate processes are **A**pproach, **D**eployment, **L**earning, and **I**ntegration or **ADLI** (pronounced <'ād-lē>). For more information on ADLI, please refer to page 28 of the *2013-2014 Criteria for Performance Excellence (Baldrige) = 2014-2015 Georgia Oglethorpe Award (Step 4)* booklet. This Criteria booklet can be purchased in print or downloadable format from Baldrige. See page 40 of this booklet, "Important Reference Information," for ordering information.

Category 1: Leadership

The **Leadership** Category examines how senior leaders' personal actions guide and sustain your organization. Also examined are your organization's governance system; how your organization fulfills its legal, ethical, and societal responsibilities; and how it supports key communities.

Item 1.1 Senior Leadership

Describe how senior leaders' actions guide and sustain your organization. Describe how senior leaders communicate with your workforce and encourage high performance.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.	We clearly define our organization's short-term and long-term directions.	
2.*	We have clearly defined our organization's values (i.e., beliefs and principles that influence our organization).	
3.	Our vision, mission and values are communicated to all employees.	
4.	We clearly define our organization's performance expectations.	
5.*	Senior leaders take specific actions to reinforce directions, expectations, and values.	
6.	Senior leaders personally demonstrate commitment to legal and ethical behavior and promote an organizational environment that requires such behavior.	
7.	Senior leaders act to create an organization that can sustain success in the face of future changes in the business, the marketplace, and the operating environment.	
8.	We have established a system to encourage frank, two-way communication throughout the organization, including the effective use of social media.	
9.*	We select key performance measures that drive needed improvement actions and actively gather, review, and take action on that data.	
10.	Senior leaders take an active role in reward and recognition to reinforce high performance.	
If you rated statement 2 as greater than 0, list your organization's values.		
If you rated statement 5 as greater than 0, briefly describe your reinforcement concept and give examples.		

If you rated statement 9 as greater than 0, list the key performance measures that are used.

Item 1.2 Governance and Societal Responsibilities

Describe your organization's approach to responsible governance and leadership improvement. Describe how your organization ensures legal and ethical behavior, fulfills its societal responsibilities, and supports its key communities.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	Our governance system operates in a transparent and independent manner to ensure management accountability and to protect the interests of stakeholders and stockholders as appropriate.	
2.	We have a system to evaluate the individual and collective performance of our senior leaders and governance board.	
3.	Our organization has been cited for violation of regulatory, legal or ethical guidelines.	
4.	We have an approach for anticipating public/regulatory concerns.	
5.	We ensure ethical behavior in all stakeholder interactions.	
6.*	Our organization contributes to the support of local communities.	
7.	We have a plan covering our community support.	
8.*	We have measures/indicators showing levels of performance in community responsibility/citizenship.	
9.*	Our organization has systems to reduce environmental impacts through the use of “green” technology, resource-conserving activities, or other means.	
If you rated statement 1 as greater than 0, list the ways that your governance system assures accountability (including fiscal accountability) of management actions, and how it maintains an independent voice within the company.		
If you rated statement 6 as greater than 0, cite several examples of how your senior leadership team and your employees actively support community efforts.		

If you rated statement 8 as greater than 0, list your measures/indicators of community responsibility/citizenship.

If you rated statement 9 as greater than 0, give examples of how your organization reduces its environmental impact.

Category 2: Strategic Planning

The **Strategic Planning** Category examines how your organization develops strategic objectives and action plans. Also examined are how your chosen strategic objectives and action plans are implemented and changed if circumstances require, and how progress is measured.

Item 2.1 Strategy Development

Describe how your organization establishes a strategy to address its strategic challenges and leverage its strategic advantages and strategic opportunities. Summarize your organization's key strategic objectives and their related goals.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	We use a standard process to periodically set our organization's strategic direction.	
2.*	We have established our organization's short-term (current planning period) strategic objectives.	
3.	We have established our organization's long-term (2-5 yrs.) strategic objectives.	
4.	We consider the following factors in our strategic planning process:	
	a) Customer and market requirements	
	b) Our competitive environment	
	c) Technological and other key innovations	
	d) Our strengths and weaknesses including workforce requirements	
	e) Our core competencies	
	f) Strategic opportunities and their risks	
	g) Changes in the national or global economy	
	h) Our supplier/partner capabilities	
	i) Long-term organizational sustainability	
If you rated statement 1 as greater than 0, briefly describe your process for setting strategic direction. Identify the key steps, the participants, the methods of gathering information, and the frequency.		
If you rated statement 2 as greater than 0, list your organization's key strategic objectives for the current planning period.		

Item 2.2 Strategy Implementation

Describe how your organization converts its strategic objectives into action plans. Summarize your organization's action plans, how they are deployed, and key action plan performance measures or indicators. Project your organization's future performance relative to key comparisons on these performance measures or indicators.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	We have short-term (current planning period) action plans.	
2.*	We have long-term (2-5 years) action plans.	
3.	Our action plans relate directly to achieving our strategic objectives.	
4.	We have workforce plans to support short- and long-term strategic objectives and action plans.	
5.	We allocate resources to our action plans.	
6.*	We have established performance measures for tracking progress on our action plans.	
7.*	We have communicated our objectives, action plans, and measurements to all employees, key suppliers and partners, as appropriate.	
8.	We have compared our projected future performance to our past performance, to competitors, or to comparable organizations to ensure our performance will improve or maintain our competitive advantage.	

If you rated statements 1, 2, and 6 as greater than 0, list below your short-term and long-term action plans along with their key performance measures.

Short-term Action Plans	Key Measures
Long-term Action Plans	Key Measures

If you rated statement 7 as greater than 0, explain how your action plans are deployed. Describe your process for ensuring that action plans are satisfactorily completed.

Category 3: Customer Focus

The **Customer Focus** Category examines how your organization engages its customers for long-term marketplace success. This engagement strategy includes how your organization listens to the voice of its customers, builds customer relationships, and uses customer information to improve and identify opportunities for innovation.

Item 3.1 Voice of the Customer

Describe how your organization listens to your customers and obtains satisfaction and dissatisfaction information.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	We have identified methods to listen to, interact with, and observe our current customers to obtain feedback on our products and our customer support.	
2.	We use social media and Web-based technologies to listen to customers.	
3.	We have identified methods to listen to former customers, potential customers, and customers of competitors to obtain actionable information on our products.	
4.*	We have a system to collect customer satisfaction, dissatisfaction, and engagement data.	
5.	We have customer-focused data for our competitors or other benchmarks against which we can compare our performance.	
6.*	We have a process for translating the information we obtain from customers into action plans to improve our products and services.	
If you rated statement 1 as greater than 0, briefly describe your methods of listening to and interacting with customers. Describe how these methods may be different for different types of customers.		
If you rated statement 4 as greater than 0, list below the indicators used to monitor customer satisfaction and dissatisfaction.		
If you rated statement 6 as greater than 0, list one or more examples of action taken as a result of a customer satisfaction indicator.		
Key Customer Group	Satisfaction/Dissatisfaction Indicator	Action Taken

Item 3.2 Customer Engagement[†]

Describe how your organization determines product offerings and communication mechanisms to support customers. Describe how your organization builds customer relationships.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.	We have segmented our customers into groups.	
2.	We identify requirements of various customer groups then design product and service offerings to meet those requirements.	
3.	We provide adequate access for customers to do business with us and to provide feedback.	
4.*	We have a proactive customer support program, including key communication mechanisms.	
5.*	We are building a customer-focused culture to ensure positive customer experiences and to promote customer engagement.	
6.	We regularly review our customer relationship efforts to ensure that they are effective in acquiring and retaining customers.	
7.*	We have a complaint-management process to ensure that customer complaints are resolved promptly and effectively.	
If you rated statement 4 as greater than 0, briefly describe your customer support program.		
If you rated statement 5 as greater than 0, briefly describe your methods to build customer engagement.		
If you rated statement 7 as greater than 0, briefly describe your complaint management process. Explain how this process ensures that complaints are resolved promptly and enables your organization to recover customer confidence.		

[†] **"Customer engagement"** refers to your customers' investment in or commitment to your brand and product offerings. Characteristics of customer engagement include customer retention and loyalty, customers' willingness to make an effort to do business—and to increase business—with your organization, and customers' willingness to actively advocate for and recommend your brand and product offerings

Category 4: Measurement, Analysis, and Knowledge Management

The **Measurement, Analysis, and Knowledge Management** Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets and how it manages its information technology. The Category also examines how your organization uses review findings to improve its performance.

Item 4.1 Measurement, Analysis, and Improvement of Organizational Performance

Describe how your organization measures, analyzes, reviews, and improves its performance through the use of data and information at all levels and in all parts of your organization.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	We have measures or indicators to monitor our daily (short-term) operations. <i>(Measures should be relevant to processes described in Items 6.1 and 6.2.)</i>	
2.*	We have measures to monitor overall (long-term) organizational performance.	
3.*	We have competitive and comparative data for our key performance areas.	
4.	We have a process for obtaining competitive or comparative information/data.	
5.	We use customer data, including social media input, to support strategic and operational decision making and innovation.	
6.*	We perform analyses to review organizational performance.	
7.	We use organizational performance review findings to develop priorities for continuous improvement and opportunities for innovation.	
If you rated statements 1 and/or 2 as greater than 0, identify below your short-term operational measures and long-term organizational measures.		
	Measures	Short-term
		Long-term
If you rated statement 3 as greater than 0, list the source of each element of competitive and comparative data that is used.		
If you rated statements 2 and/or 6 as greater than 0, name the key performance measures and analyses performed for senior management to review organizational performance.		

Item 4.2 Knowledge Management, Information, and Information Technology

Describe how your organization builds and manages its knowledge assets. Describe how your organization ensures the quality and availability of needed data, information, software, and hardware for your workforce, suppliers, partners, collaborators, and customers.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	We have processes that ensure the integrity, timeliness, reliability, security, accuracy and confidentiality of organizational data, information and knowledge.	
2.*	We have adequate approaches for data accessibility to workforce, suppliers, partners, and customers, as appropriate.	
3.*	We have a system to collect, share and transfer organizational knowledge.	
4.	We use our knowledge and resources to embed learning in our operations.	
5.	We have a system to keep hardware/software reliable, secure and user friendly.	
6.	We have contingency planning in place to ensure the continued availability of hardware and software systems in the event of an emergency.	
<p>If you rated statement 1 as greater than 0, briefly describe your processes that ensure the integrity, timeliness, reliability, security, accuracy and confidentiality of organizational data, information and knowledge.</p>		
<p>If you rated statement 2 as greater than 0, briefly describe your approaches that provide data access.</p>		
<p>If you rated statement 3 as greater than 0, provide an example of the system that collects, shares, and transfers organizational knowledge internally and between customers, suppliers, partners, and collaborators as applicable, including the sharing of best practices.</p>		

Category 5: Workforce Focus

The **Workforce Focus** Category examines how your organization assesses workforce capability and capacity needs and builds a workforce environment conducive to high performance. The category also examines how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization’s overall mission, strategy, and action plans.

Item 5.1 Workforce Environment

Describe how your organization manages workforce capability and capacity to accomplish the work of the organization. Describe how your organization maintains a safe, secure, and supportive work climate.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	We regularly and systematically assess our workforce capability and capacity needs, including skills, competencies, and staffing levels.	
2.	We have effective approaches for employee recruiting, hiring, and placement.	
3.	We organize and manage our workforce to accomplish our strategic challenges and action plans. (Reference Item 2.2.3)	
4.*	We prepare our workforce for changing capability and capacity needs including minimizing the impact of workforce reductions, if they become necessary.	
5.	We have workplace health, safety, and security programs.	
6.*	We collect data to measure the effectiveness of our health, safety, and security programs.	
7.*	We support our workforce with services, benefits, and policies.	
If you rated statement 1 as greater than 0, briefly describe how you determine your workforce capability and capacity needs.		
If you rated statement 4 as greater than 0, briefly describe your process for preparing your workforce for changes in capability or capacity needs.		
If you rated statement 6 as greater than 0, list below the measures you monitor for workplace health, safety, and security improvement.		
	Health Measures	Safety Measures

If you rated statement 7 as greater than 0, list the key benefits provided for your workforce.

Item 5.2 Workforce Engagement[†]

Describe how your organization develops workforce members, managers, and leaders to achieve high performance, including how you engage them in improvement and innovation.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.	We have a process to determine key factors that affect workforce engagement and satisfaction.	
2.*	Our organizational culture is characterized by open communication, high-performance work, and an engaged workforce.	
3.*	We measure (directly and/or indirectly) the level of engagement of our workforce.	
4.	We relate our level of workforce engagement to key business results to identify opportunities for improvement.	
5.*	We have a learning and development system for our employees including our leaders.	
If you rated statement 2 as greater than 0, briefly describe what your organization does to promote an organizational culture fostering open communication, high performance work, and an engaged workforce.		
If you rated statement 3 as greater than 0, describe what measures and indicators you use to assess and improve workforce engagement.		
If you rated statement 5 as greater than 0, briefly describe the major facets of your learning and development system and how it is evaluated.		

[†] **"Workforce engagement"** refers to the extent of workforce commitment, both emotional and intellectual, to accomplishing the work, mission, and vision of the organization. Characteristics of workforce engagement include high-performing work environments in which people are motivated to do their utmost for the benefit of their customers and for the success of the organization. Key factors contributing to engagement include training and career development, effective recognition and reward systems, equal opportunity and fair treatment, and family friendliness.

Category 6: Operations Focus

The **Operations Focus** category examines how your organization designs, manages, and improves its products and work processes and improves operational effectiveness to deliver customer value and achieve organizational success and sustainability.

Item 6.1 Work Processes

Describe how your organization designs, manages, and improves its key work processes to deliver products that achieve customer value and organizational success and sustainability.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.*	We have a standard process for designing our products and work processes to meet all key requirements.	
2.*	We have identified requirements of our key products and key work processes.	
3.*	We measure the performance of our key work processes to control and improve work processes and improve product quality.	
4.	We have identified our key support processes.	
5.	When work processes require improvement, we have systematic methods to implement improvements.	
If you rated statement 1 as greater than 0, briefly describe your process for designing products and work processes.		
If you rated statements 2 and 3 as greater than 0, list below your key work processes, their key process requirements, and the measures used to assess performance to meet those requirements.		
Work Processes	Requirements	Measures

Item 6.2 Operational Effectiveness

Describe how your organization controls costs, manages its supply chain, offers a safe workplace, prepares for potential emergencies, and innovates for the future to ensure effective operations and deliver customer value.

	Rating scale: 0-Never or Rarely, 1-Slightly, 2-Somewhat, 3-Substantially, 4-Strongly, 5-Always	Rating
1.	We control the overall costs of our work processes, including the costs of poor quality, inspections, and audits.	
2.	We select and qualify our suppliers to ensure that goods and services they provide enhance our product performance and our customer satisfaction.	
3.	We evaluate the performance of our suppliers.	
4.	We provide a safe operating environment.	
5.*	We have a disaster and emergency preparedness system to include prevention, continuity of operations, and recovery.	
6.	We have an innovation management process to pursue strategic opportunities.	
<p>If you rated statement 5 as greater than 0, describe your approach to preparing for disaster and emergencies.</p>		

Results Categories

Six-Point Rating Scale for Results Category 7

The following pages contain statements for Category 7 for use in assessing your organization's key results. Note that these descriptors are different from those of the Process rating scale used for Category 1 through Category 6. After you read each statement in each Category 7 Item, **estimate the quantity and quality of your results data for the Item**. Select the rating that most closely represents your views based on the rating scale below. Record the rating from 0 to 5 in the box beside each statement. Additional information is requested for statements marked with an asterisk.

The description of the **Results Rating Scale** is shown below, as well as at the start of each Item. To facilitate rating each Item, keep this page handy while you complete Category 7.

0-None or poor	No results or poor results are reported in most or all of these areas.
1-Very little	No results are reported for many to most areas, although there may be some improving or good results.
2-Some	Results are reported in many areas, and they are generally improving or good.
3-Substantial	Results are reported in most areas, and they are generally improving or good.
4-Strong	Results are reported in many areas, and they are generally good to excellent.
5-Excellent	Results are reported in most areas, and they generally show excellent improvement or sustained excellent performance.

LeTCI for Evaluating Results Category 7

"Results" refer to your organization's outputs and outcomes in achieving the requirements stated in Categories 1 to 6 and reported in Category 7. The four factors used to evaluate results are performance **Levels, Trends, Comparisons, and Integration** or **LeTCI** (pronounced <'lēt-sē>). For more information on LeTCI, please refer to page 28 of the *2013-2014 Criteria for Performance Excellence (Baldrige)= 2014-2015 Georgia Oglethorpe Award (Step 4)* booklet. This Criteria booklet can be purchased in print or downloadable format from Baldrige. See page 40 of this booklet, "Important Reference Information," for ordering information.

Category 7: Results

The **Results** Category examines your organization's performance and improvement in all key areas: product and process results, customer-focused results, workforce-focused results, leadership and governance results, and financial and market results. Performance levels are examined relative to those of competitors and other organizations with similar product offerings.

Whenever possible, show results in graphical format with at least three time periods represented to show trends and include results of competitors or benchmark organizations as comparisons. Add graphs clearly labeled to each Category 7 Item below. Alternatively, graphs may be included in an appendix and labeled by specific Item number and title.

Item 7.1 Product and Process Results

Summarize your organization's **key product performance and process effectiveness and efficiency results**. Include results for processes that directly serve your customers and that impact your supply chain. Segment your results by product offerings, customer groups and market segments, and process types and locations, as appropriate. Include appropriate comparative data.

In Item 7.1, you will report your results in measures/indicators relating to the key operational requirements you reported in Items 6.1 and 6.2. Product and process results should relate to the key customer requirements and expectations you reported in Organizational Profile P.1.b (3) and based on information gathered in Items 3.1 and 3.2.

	Rating scale: 0-None or poor, 1-Very little, 2-Some, 3-Substantial, 4-Strong, 5-Excellent	Rating
1.*	We have historical data to establish trends for our key product and process measures or indicators.	
2.*	We have comparative data showing our product and process performance compared to our competitors, industry standards, and/or benchmarks.	
If you have product and process measures or indicators, list them below with their current performance levels.		
If you rated statement 1 as greater than 0, provide trend results from the previous three or more reporting periods for your product and process results.		
If you rated statement 2 as greater than 0, list the current comparative data for your product and process results.		

Item 7.2 Customer-Focused Results

Summarize your organization's **key customer-focused results for customer satisfaction, dissatisfaction, and engagement**. Segment your results by product offerings, customer groups, and market segments, as appropriate. Include appropriate comparative data.

In Item 7.2, you will report your results in measures/indicators of customer satisfaction and dissatisfaction relating to the customer groups and market segments you reported in Organizational Profile P.1.b (3) and Item 3.2 and to the listening and determination methods and data you reported in Item 3.1.

	Rating scale: 0-None or poor, 1-Very little, 2-Some, 3-Substantial, 4-Strong, 5-Excellent	Rating
1.*	We have historical data to establish trends for our key measures or indicators of customer satisfaction and dissatisfaction.	
2.*	We have comparative data showing our customer satisfaction and dissatisfaction performance compared to our competitors, industry standards, and/or benchmarks.	
If you have measures or indicators from Item 3.1, list them below with their current performance levels.		
If you rated statement 1 as greater than 0, provide trend results from the previous three or more reporting periods for your customer satisfaction and dissatisfaction results.		
If you rated statement 2 as greater than 0, list the current comparative data for your customer satisfaction and dissatisfaction results.		

Item 7.3 Workforce-Focused Results

Summarize your organization’s **key workforce-focused results for your workforce environment and for workforce engagement**. Segment your results to address the diversity of your workforce and to address your workforce groups and segments, as appropriate. Include appropriate comparative data.

In Item 7.3, you will report the results of process measures/indicators you described in Items 5.1 and 5.2. Respond also to key work process needs you reported in Items 6.1 and 6.2 and to the action plans and workforce plans you reported in Item 2.2.

	Rating scale: 0-None or poor, 1-Very little, 2-Some, 3-Substantial, 4-Strong, 5-Excellent	Rating
1.*	We have historical data to establish trends for our key workforce measures or indicators.	
2.*	We have comparative data showing our workforce performance compared to our competitors, industry standards and/or benchmarks.	
If you have measures or indicators from Items 5.1 and 5.2, list them below with their current performance levels.		
If you rated statement 1 as greater than 0, provide trend results from the previous three or more reporting periods for your workforce results.		
If you rated statement 2 as greater than 0, list the current comparative data for your workforce results.		

Item 7.4 Leadership and Governance Results

Summarize your organization’s **key senior leadership and governance results**, including those for **fiscal accountability, legal compliance, ethical behavior, societal responsibility, support of key communities, and strategy achievement**. Segment your results by organizational units, as appropriate. Include appropriate comparative data.

In Item 7.4, you will report your results in measures/indicators of strategy and action plan achievement relating to the strategic objectives and goals you reported in Item 2.1 and action plan performance measures you reported in Item 2.2. Responses may also refer to legal, regulatory, and societal measures from Item 1.2.

	Rating scale: 0-None or poor, 1-Very little, 2-Some, 3-Substantial, 4-Strong, 5-Excellent	Rating
1.*	We have historical data to establish trends for our key measures or indicators of leadership results. (See Items referenced in above paragraph for various types of leadership results.)	
2.*	We have comparative data showing our leadership performance compared to our competitors, industry standards, and/or benchmarks.	
If you have measures or indicators on the aspects of leadership named in any above items, list them with their current performance levels.		
If you rated statement 1 as greater than 0, provide trend results from the previous three or more reporting periods for your leadership results.		
If you rated statement 2 as greater than 0, list the current comparative data for your leadership results.		

Item 7.5 Financial and Market Results

Summarize your organization's **key financial and marketplace performance results by market segments or customer groups**, as appropriate. Include appropriate comparative data.

In Item 7.5, you will report your results in measures/indicators relating to any financial measures reported in Item 4.1 and financial management approaches you reported in Item 2.2.

	Rating scale: 0-None or poor, 1-Very little, 2-Some, 3-Substantial, 4-Strong, 5-Excellent	Rating
1.*	We have historical data to establish trends for our key financial measures or indicators.	
2.*	We have historical and trend data for our key marketplace measures or indicators.	
3.*	We have comparative data showing our financial performance compared to our competitors, industry standards, and/or benchmarks.	
4.*	We have comparative data showing our marketplace performance compared to our competitors, industry standards, and/or benchmarks.	
If you have financial and marketplace measures/indicators, list them below with their current performance levels.		
If you rated statement 1 and/or 2 as greater than 0, provide trend results from the previous three or more reporting periods for your key financial and/or marketplace results.		
If you rated statement 3 and/or 4 as greater than 0, list the current comparative data for your financial and/or marketplace results.		

Summary of Key Self-Assessment Findings

Your organization’s top leadership should complete this final section to analyze and summarize what you have learned about your organization. Use the five exercises below to summarize key findings based on your self-assessment of your organization. **To participate in a Georgia Oglethorpe third-party review and on-site feedback and education, you must submit as a minimum the completed *Self-Assessment Tool*. This includes the Core Values and Concepts (pages 7-9), Organizational Profile (pages 10-14), Category Assessment (pages 15-34) and the Action Plan (page 39).**

1. Evaluation of Graphs (Optional)

Review each graph shown in the five Category 7 Items, then use the table below to rate your results in terms of

- a) presence of the historical data needed to assess organizational performance,
- b) presence of comparative data needed to put organizational results in perspective, and
- c) effectiveness of results relative to comparative data and to organizational expectations.

Rating scale: 0-None or poor, 1-Very little, 2-Some, 3-Substantial, 4-Strong, 5-Excellent				
Category/ Item #	Category/Item title	Presence of historical data	Presence of comparative data	Effectiveness of results
7.1	Product and Process Results			
7.2	Customer-Focused Results			
7.3	Workforce-Focused Results			
7.4	Leadership and Governance Results			
7.5	Financial and Market Results			

2. Missing Information (Optional)

Identify any measurable results that are important to your organization but are not available because you do not currently collect the information.

Data not reported	Category topic impacted	Item # where discussed

3. Four-point Executive Summary (Optional)

<p>Strengths</p>	
<p>Opportunities for Improvement</p>	
<p>Competitive Advantages</p>	
<p>Challenges to Your Business Success</p>	

4. Self-Analysis Worksheet (Optional)

Having completed the Category assessment and data analysis, you are currently in an excellent position to identify your organization’s key strengths and key opportunities for improvement (OFI’s). You may accelerate your improvement journey by using this *Self-Analysis Worksheet* to develop your Action Plan. For each of the seven (7) Criteria Categories, identify one or two strengths and one or two OFI’s. For those ranked high importance, establish a goal and a plan of action. You may use this worksheet for your Action Plan Part 2 (page 39). If so, please limit your response to four (4) pages.

Criteria Category	Importance High, Medium, Low	For High-Importance Areas			
		Strength or Opportunity for Improvement (OFI) Goal	What Action Is Planned?	By When?	Who Is Responsible?
Category 1—Leadership					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					
Category 2—Strategic Planning					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					
Category 3—Customer Focus					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					

Criteria Category	Importance High, Medium, Low	For High-Importance Areas			
		Strength or Opportunity for Improvement (OFI) Goal	What Action Is Planned?	By When?	Who Is Responsible?
Category 4—Measurement, Analysis, and Knowledge Management					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					
Category 5—Workforce Focus					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					
Category 6—Operations Focus					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					
Category 7—Results					
<i>Strength</i>					
1.					
2.					
<i>OFI</i>					
1.					
2.					

5. Action Plan (Required)

Prepare an Action Plan to address your self-assessment findings. Use key findings identified in exercises 1, 2, 3, and 4 of this section to explain how your organizational leaders intend to improve your business. Both Part 1 and Part 2 below are required as part of your submission to Georgia Ogelthorpe.

Part 1: Provide a statement explaining how you and your leadership team plan to use your key findings based on your self-assessment to improve your leadership and management system. Additionally, state whether you expect to assess your organization at a future date using either the Georgia Challenge Award (Step 2) or the Georgia Progress Award (Step 3), or the Georgia Oglethorpe Award (Step 4) Criteria. If you do not plan to use one of these assessment steps, we would appreciate knowing why not. Please limit your total Part 1 response to one (1) page.

Part 2: Provide an Action Plan with information as to how you intend to address your key self-assessment findings. The process, form, methodology you use is up to you, but you may find it helpful to use the #4 Self-Analysis Worksheet above. Please limit your Part 2 response to four (4) pages.

Regardless of the format you use for your Action Plan, please list this information according to the following Categories that you addressed in your *Self-Assessment Tool*.

- Category 1: Leadership
- Category 2: Strategic Planning
- Category 3: Customer Focus
- Category 4: Measurement, Analysis, and Knowledge Management
- Category 5: Workforce Focus
- Category 6: Operations Focus
- Category 7: Results

Application Forms, Deadlines & Submissions

When you submit your complete *Self-Assessment Tool* (i.e., Core Values and Concepts, Organization Profile, Category Assessment, and Action Plan), the next step is for Georgia Oglethorpe examiners to provide third-party review and on-site feedback and education followed by recognition and acknowledgement from the Governor. Visit www.GeorgiaOglethorpe.org under the Assessment tab, How to Apply section to download and print the following important documents:

- Eligibility/Intent to Apply Form
- Application Form
- Timetable with application deadlines

For fees, please contact the Georgia Oglethorpe office using the Contact Us option on our Web site. You may also simply leave a voice mail request at Ph: 404.232.3808 or e-mail us at office@georgiaoglethorpe.org and someone will get back to you.

First submit the Eligibility/Intent to Apply Form and related fee by the deadline. Then submit your completed *Self-Assessment Tool* including Action Plan along with your Application Form and related fee by the deadline to the address given on the form. Although Georgia Oglethorpe examiners volunteer their time, evaluation of your completed submission requires a fee to cover some of Georgia Oglethorpe's operational expenses. ***Strict confidentiality is observed at all times and in every aspect of assessment application, review, and on-site feedback and education.***

Important Reference Information

The ***2013-2014 Criteria for Performance Excellence (Baldrige)*** is being used for ***2014-2015 Georgia Oglethorpe Award (Step 4)*** booklet and is the basis for our 2014 and 2015 assessment cycles. The booklet serves as a valuable aid to understanding the Criteria for Performance Excellence, the Georgia Oglethorpe assessment process, and the value of the Criteria to your organization. This Criteria booklet can be purchased in print or in downloadable format from Baldrige at www.nist.gov/baldrige/publications/purchase_criteria.cfm. Key sections of this booklet that will help you understand the Criteria for Performance Excellence and complete your *Self-Assessment Tool* are the following:

- About the Criteria for Performance Excellence
- Criteria for Performance Excellence Framework and Structure
- Scoring System
- How to Respond to the Criteria
- Core Values and Concepts
- Glossary of Key Terms
- Scoring System

The *Category and Item Commentary* publication is an excellent supplement to the Baldrige Criteria and can be downloaded free of charge at www.nist.gov/baldrige/publications/business_nonprofit_criteria.cfm.

Many other helpful Baldrige publications are available free of charge in print or downloadable format at http://www.nist.gov/baldrige/publications/upload/Category-and-Item-Commentary_BNP.pdf.

The Web site for accessing both the national Baldrige Performance Excellence Program and State Award Programs is www.baldrigepe.org.

Georgia Oglethorpe Contact Information

Victoria Currie Taylor, Executive Director
Georgia Oglethorpe Award Process, Inc.

100 Lambets Way

Alpharetta, GA 30005

Voice mail: 404.232.3808

Office: 770.889.4011

Email: office@GeorgiaOglethorpe.org

www.GeorgiaOglethorpe.org