

# Category 1 – Leadership

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The leadership category examines how your organization's senior leaders address values directions, and performance expectations, as well as a focus on customers and other stakeholders, empowerment, innovation, and learning. Also examined are your organization's governance (system for management accountability) and how your organization addresses its public and community responsibilities.

1. How do senior leaders set and communicate values, direction and performance expectations?
2. How do senior leaders create an organizational focus on customers and other stakeholders?
3. How do senior leaders create an environment that encourages empowerment, learning, and innovation?
4. How does the organization ensure management accountability, fiscal accountability, and independent internal and external audits (governance)?
5. How do senior leaders review organizational performance? How is information from organizational performance reviews used to set priorities for improvement of key organizational results?
6. How does your organization address regulatory, legal, and ethical compliance? What are the key performance measures for regulatory, legal, and ethical compliance?
7. How do senior leaders and the organization actively support and strengthen the community?

**Note:** For further analysis and reference to Commandant's Performance Excellence Criteria, see the Commandant's Quality Award Guidebook, COMDTPUB P5224.2.

## **Category 2 – Strategic Planning**

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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 deployed and how progress is measured.

1. What is your organization's strategic planning process?
2. How does your organization include customer requirements, competitors or similar providers, technology, financial and societal risk, strengths and weaknesses of suppliers/partners, and human resources as inputs to the strategic planning process?
3. What are your organization's key strategic objectives and the timetable for accomplishing them?
4. What are your organization's key short and longer-term action plans, including human resource plans? How do you develop and deploy your action plans to achieve your strategic objectives?
5. What are your key performance measures/indicators for tracking progress on your action plans?

## **Category 3 – Customer and Mission Focus**

The customer and mission focus category examines how your organization determines requirements, expectations, and preferences of customers and missions. Also examined is how your organization builds relationships with customers and determines the key factors that lead to customer acquisition, satisfaction, loyalty and retention, and to mission expansion.

1. What are your organization's key customer groups and their most important requirements?
2. How does your organization determine the requirements and product/service features important to customers and missions?
3. How does your organization build customer relationships that lead to increased loyalty, positive referral, and mission success?
4. What methods are in place for your customers to seek information or to complain?
5. What customer contact standards are employees expected to maintain? How are these standards measured and deployed?
6. What process(es) are used to track and resolve the handling of customer complaints?
7. How does your organization measure customer satisfaction and dissatisfaction?

**Note:** Although employees may be considered internal customers by an organization, the processes that drive their work, training, satisfaction, etc. will be addressed in Category 5 (Human Resource Focus).

## **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.

1. How does your organization decide what to measure?
2. How does your organization use comparative data and information to improve organizational performance?
3. What analyses are performed to assess overall organizational performance and set priorities?
4. How does your organization ensure the reliability, security and user-friendliness of hardware and software?
5. How do you manage organizational knowledge to collect, share, and transfer employee, customer and supplier/partner knowledge?
6. How does your organization ensure the reliability, accuracy, timeliness, security and accessibility of data and information?

## **Category 5– Human Resource Focus**

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The human resource focus category examines how your organization's work systems and employee learning and motivation enable employees to develop and utilize their full potential in alignment with your organization's overall objectives and action plans. Also examined are your organization's efforts to build and maintain a work environment and employee support climate conducive to performance excellence and to personal and organizational growth.

1. How is work organized and managed to promote cooperation, individual initiative, innovation, flexibility, communications, and knowledge/skill sharing across work units?
2. How are your organization's compensation and recognition approaches and the performance management system used to reinforce high performance?
3. How does your organization recruit, hire, and retain new employees?
4. How does the organization accomplish effective succession planning for leadership and key skill positions?
5. How does training support what is important to your organization and the individual?
6. How does your organization manage training and evaluate its effectiveness?
7. How does the organization motivate staff to develop and utilize their full potential?
8. How does your organization improve workplace safety and health? What are your key performance measures for staff health and safety?
9. How does the organization ensure preparedness for emergencies or disasters?
10. How does the organization determine employee satisfaction and dissatisfaction? How is this information used to improve the work environment and the employee support approaches?

## **Category 6 – Process Management**

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The process management category examines the key aspects of your organization's process management; including key product and service processes for creating customer and organizational value and key support processes. This category encompasses all key processes and all work units.

1. What are your organization's key product and service (mission) processes, and their key requirements for creating or adding value for the organization, your customers, your partners, and other key stakeholders?
2. What are your key support processes that enable you to deliver your products and services?
3. How does your organization design key product, service delivery, and support processes to ensure they meet customer and other stakeholders' requirements?
4. What key performance measures or indicators does your organization use to monitor, control, and identify opportunities in key product, service delivery, and support processes?
5. How do you improve key processes to achieve better performance?

## **Category 7 – Performance Results**

The performance results category examines your organization's performance and improvement in key performance areas—customer satisfaction, product, and service performance, financial and mission performance, human resource results, operational performance, and governance and social responsibility. Also examined are performance levels relative to those of competitors.

### **What are the organization's current levels, trends and comparisons for...**

1. ...measures related to customer satisfaction and customer loyalty and retention?  
(Category 3)
2. ...measures related to product, program, and service delivery outcomes identified as important to customers? (Category 6)
3. ...measures related to financial, budgetary, and mission performance?  
(described in several Categories)
4. ...measures related to employee work systems, health, safety, satisfaction, and development? (Category 5)
5. ...measures related to product, program, service delivery, and support process performance (Category 6), and for measures related to strategic objectives and action plans? (Category 2)
6. ...fiscal accountability, stakeholder trust, regulatory compliance, and citizenship?  
(Category 1)