

2011–2012



**Business**  
**Engagement Level Criteria**  
**for**  
**Performance Excellence**

Effective September 2011

The following Criteria are designed to help organizations assess whether they are developing a sound, balanced approach for running their organization. The term “systematic” refers to approaches that are repeatable and use data and information so that improvement and learning are possible. In other words, approaches are systematic if they include the opportunity for evaluation and learning and thereby permit a gain in maturity.

After completing the five page Organizational Profile where you are asked to identify what is most important to your organization, proceed to answer each of the following questions as fully as possible. Please remember to reference the eligibility and Engagement level application instructions checklist documents located under the Applicants tab on our website at [www.texas-quality.org](http://www.texas-quality.org).

## Category 1 Leadership

The **Leadership** category examines HOW your organization’s SENIOR LEADERS’ personal actions guide and sustain your organization. Also examined are your organization’s GOVERNANCE system and HOW your organization fulfills its legal, ethical, and societal responsibilities and supports its KEY communities.

### Creating & Sustaining an Environment for Excellence

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- (1) How do your senior leaders set and communicate organizational vision, values and performance expectations? How do senior leaders include a focus on creating and balancing value for customers and other stakeholders?
- (2) How do your senior leaders create an environment that fosters and requires legal and ethical behavior? How do they promote and ensure ethical behavior in all interactions?
- (3) How do your senior leaders create an environment for organizational performance improvement and accomplishment of your mission and strategic objectives? What key things do leaders do (include the key performance measures regularly reviewed by senior leaders)?
- (4) How do you address the impacts on society of your products and operations? What key things do you do (Include key practices, measures, and targets for regulatory and legal requirements)?
- (5) How do your senior leaders identify key communities and determine areas of emphasis for organizational involvement and support? What key things do you do that contribute to the well-being of your environment, social, and economic systems?

## 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.

### Developing Strategic Objectives & Action Plans for Competitive Advantage

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- (1) What is your strategic planning process? What key things do you do (include key steps and key participants and the short- and longer-term planning time horizons)?
- (2) How do you establish short- and longer-term strategic objectives? What key things do you do? What are your strategic objectives?
- (3) How do your strategic objectives address challenges identified in your response to P.2 of the Organizational Profile? What Strategic Objectives and key things do you do to ensure balance among all stakeholders?
- (4) How do you develop and implement action plans to achieve your key strategic objectives? What key things do you do allocate resources to accomplish your plan?
- (5) How do you set performance measures for tracking progress relative to your action Plans? What are your Action Plans and Measures?

## 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.

### Understanding Your Customers

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- (1) How do you identify customers, customer groups, and market segments? How do you listen and learn to determine key customer requirements and their relative importance to customers' purchasing decisions? What key things do you do?
- (2) How do you build relationships to acquire and satisfy customers thus increasing their engagement with you? What key things do you do?
- (3) How do you determine customer and market requirements for product offerings and services?
- (4) How do you determine key customer contact requirements for each mode of access? How do you ensure that these contact requirements are communicated to all people involved in the customer response chain? What key things do you do?
- (5) How do you determine customer satisfaction, engagement, and dissatisfaction? How do you use this information for improvement? What key things do you do?

## 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.

### Managing by Fact to Drive Performance Improvement

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- (1) How do you use data and information for tracking daily operations and for tracking overall organizational performance? How do you review organizational performance and capabilities? What key things do you do?
- (2) How do you analyze data and information to support organizational decision making? How do you use data and information to assess progress toward your organization's strategic objectives and action plans? What key analyses do you perform?
- (3) How do you make needed data and information available to your workforce, suppliers, partners, and customers, as appropriate? How do you use data and information for continuous improvement and to identify opportunities for innovation?
- (4) How do you manage organizational knowledge to accomplish the collection and transfer of workforce knowledge and the transfer of relevant knowledge from customers and suppliers? What key things do you do?

## Category 5 Workforce Focus

The **WORKFORCE Focus** category examines your ability to assess WORKFORCE CAPABILITY and CAPACITY needs and build 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.

### Developing & Realizing the Full Potential of Your Workforce

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- (1) How do you assess your workforce capability and capacity? What do you do to determine skills, competencies and staffing levels?

- (2) How do you deliver employee education, training, and development? How does your education and training approach contribute to the achievement of your action plans? What key things do you do?
- (3) How do you ensure workforce health, safety, and security? What key things do you do?
- (4) How do you determine the key factors that affect workforce engagement and workforce satisfaction? What key things do you do?
- (5) How do you use formal and/or informal assessments and measures to determine workforce engagement and workforce satisfaction? What key things do you do?
- (6) How do you benefit from the diverse ideas, cultures, and thinking of your workforce? What do you do?

## Category 6 Operations Focus

The **OPERATIONS FOCUS** category examines HOW your organization designs, manages, and improves its WORK SYSTEMS and WORK PROCESSES to deliver CUSTOMER VALUE and achieve organizational success and SUSTAINABILITY. Also examined is your readiness for emergencies.

### Designing Work Systems to Deliver Customer

- (1) How do you design your work systems and determine your key processes to deliver customer value? What are your key work systems? What are your organization's key work processes?
- (2) How do your work systems and key work processes relate to your core competencies?
- (3) How do you design work processes to meet the key requirements of customers and partners as appropriate? What are your key requirements for these processes?
- (4) How do you ensure work system and workplace preparedness for disasters or emergencies?
- (5) How do you implement and manage your work processes to ensure they meet design requirements? What are your key performance measures or indicators used for the control of your work processes? How do you control the overall costs of your work systems?

## Category 7 Results

The **RESULTS** category examines your organization's PERFORMANCE and improvement in all KEY areas—product and PROCESS outcomes, CUSTOMER-focused outcomes, WORKFORCE-focused outcomes, leadership and GOVERNANCE outcomes, and financial and market outcomes. PERFORMANCE LEVELS are examined relative to those of competitors and other organizations with similar product offerings.

### Tracking & Using Key Results

- (1) What results do you have for key measures or indicators of product performance? What results do you track (display in graphical form where possible)?
- (2) What results do you have for key measures or indicators of customer satisfaction and dissatisfaction? What results do you track (display in graphical form where possible)?
- (3) What results do you have for key measures or indicators of financial and marketplace performance? What results do you track (display in graphical form where possible)?
- (4) What results do you have for key measures or indicators of workforce engagement and workforce satisfaction? What results do you track (display in graphical form where possible)?
- (5) What results do you have for key measures or indicators of the operational performance of your work systems and your key work processes? What results do you track (display in graphical form where possible)?
- (6) What results do you have for key measures or indicators of accomplishment of your organizational strategy and action plans? What results do you track (display in graphical form where possible)?
- (7) What results do you have for key measures or indicators of ethical behavior? What results do you have for key measures or indicators of breaches of ethical behavior? What results do you track (display in graphical form where possible)?
- (8) What results do you have for key measures or indicators of regulatory and legal compliance? What results do you have for key measures or indicators of your organization's fulfillment of its societal responsibilities and your organization's support of its key communities? What results do you track (display in graphical form where possible)?