

Government Sector  
Transformation Program  
Benchmark Assessment

Sample Organization

Name: STP Counterpart Champion  
Title: Chief Executive  
Date: TBD

Dear Sir/Madam,

We herewith submit the results of your institution's benchmarking assessment in the five Centers of Excellence criteria: Leadership, People, Knowledge, Processes, and Finances. Please note that this report is for the leadership and Center of Excellence (COE) team at your organization only, and will not be made public. We trust that the time spent gathering documents, reviewing information, setting up and attending meetings, and assessing results has helped your COE team to gain a better understanding of government best practices and your organization's strengths and weaknesses in these areas.

This assessment is presented as follows:

1. Core results
2. Breakdown of individual criterion, including:
3. Survey and focus group results

It is from the findings of this report that the 'heavy lifting' of organizational improvement begins. The focus of ongoing COE team meetings will be on discussing assessment results and brainstorming the what, when, who, and how questions your organization must answer in order to transform itself into a certified Center of Excellence. While we at the Sector Transformation Program (STP) will make recommendations, the time spent towards STP activities and institutional improvement is ultimately up to you and your COE team.

Your COE team will begin this effort by reviewing benchmarking assessment results and proposing potential courses of action in a Memorandum of Understanding (MOU) for your review and approval. The purpose of this MOU is to decide on reform initiatives, responsibilities, and goals. Your team will then launch reform initiatives within your organization.

COE team members in the People, Processes, and Knowledge Criteria are currently participating in COE program-sponsored forums, where we bring together team members responsible for the same criterion from the various COE partner institutions. Leadership and Finances forums will commence shortly. In these forums, members compare their experiences and identify shared opportunities and constraints. The COE program provides targeted technical assistance based on the shared needs of our partner institutions as identified in the forums.

From these initial efforts, coupled with effective inter- and intra-organizational communication, we expect to achieve tangible results, build momentum for future initiatives, and take one step closer to COE certification.

Ultimately, when your COE team feels it has met the best-practice standard for one or more of the criteria, please ask for reassessment and, should you score high enough, certification.

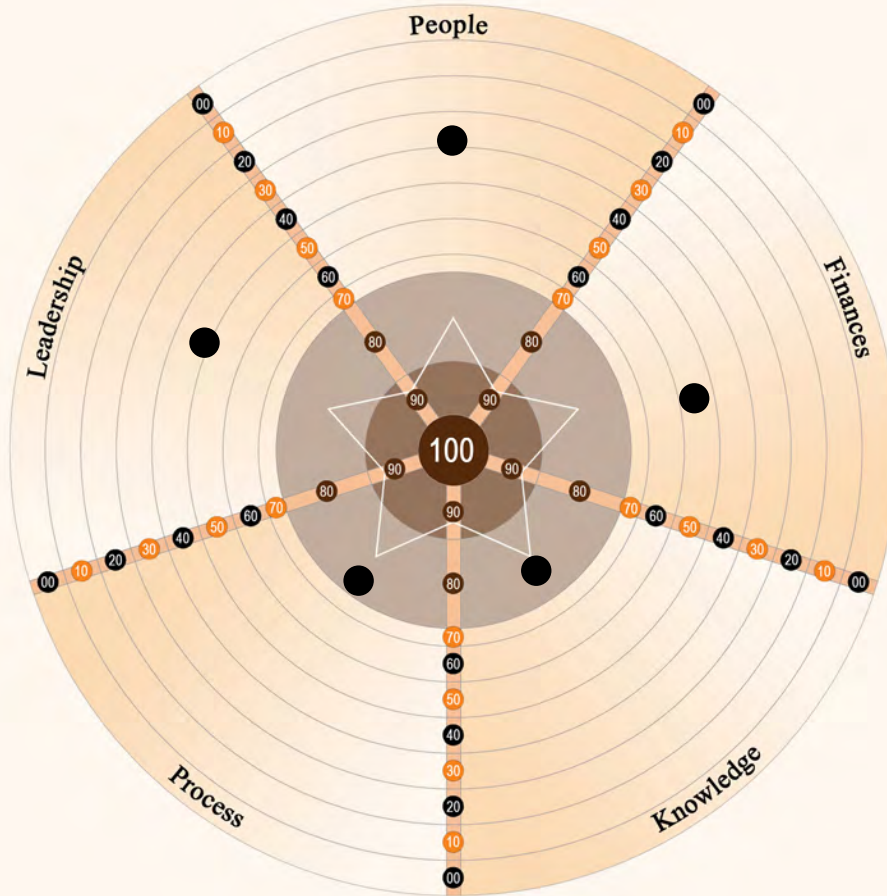
Cordially,

James B. Consultant  
Program Director

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Core Results

Institution Name : Sample Org.



Leadership (48%)

People (37%)

Knowledge (76%)

Processes (74%)

Finances (50%)

COE Status:

( 1 )

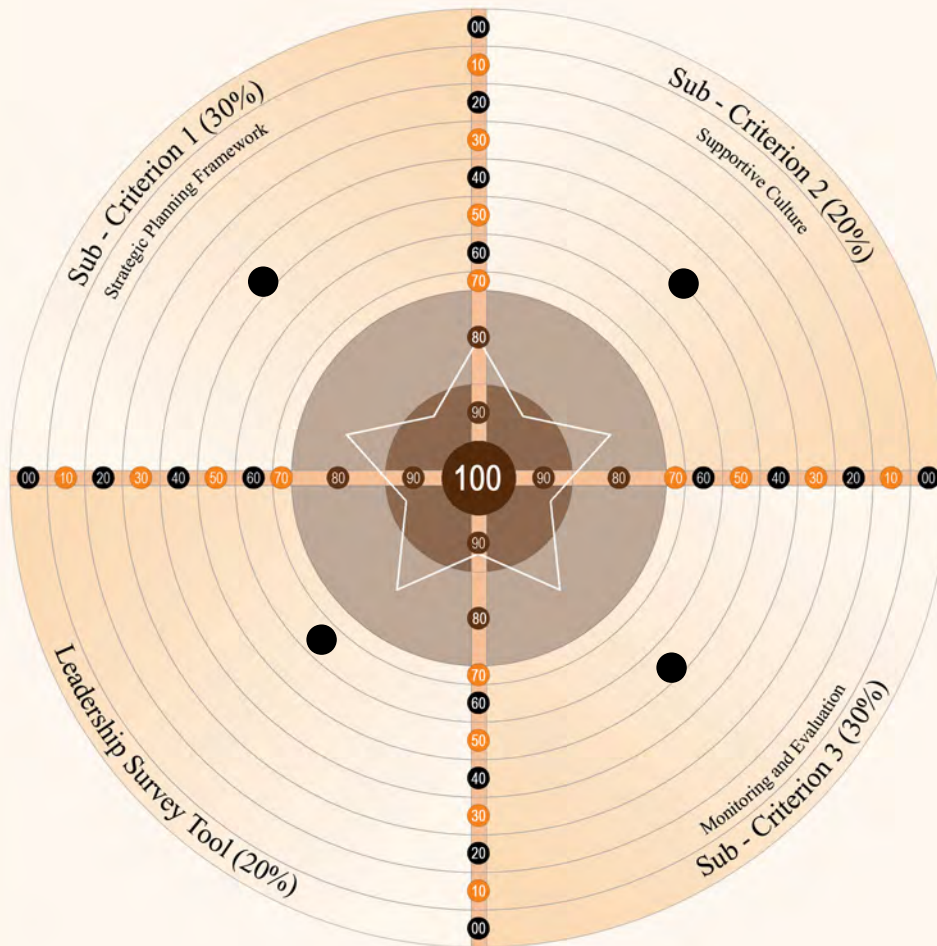


Certified

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Breakdown of Scores for Each Criterion

## Leadership Scoring



**Institution Name :** Sample Org.

**Sub - Criterion 1** (43%)  
Strategic Planning Framework

**Sub - Criterion 2** (45%)  
Supportive Culture

**Sub - Criterion 3** (47%)  
Monitoring and Evaluation

**Leadership Survey Tool** (60%)

**Leadership Weighted Average** (48%)

Leadership COE Status: Certified / **Non - Certified**

# Leadership Scoring

Sample Institution (SI)

Benchmarking Assessment - Date

			Sub-Criteria Value	Score	Percentile
<b>Sub-Criterion 1:</b>	<b>Strategic Planning Framework</b>	<b>Total Subcriterion Score</b>	<b>30%</b>	<b>4.3</b>	<b>43%</b>
Factor 1:	Vision and Mission		20%		
Factor 2:	Strategy		25%		
Factor 3:	Linkage to National Goals		55%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 2:</b>	<b>Supportive Culture</b>	<b>Total Subcriterion Score</b>	<b>20%</b>	<b>4.5</b>	<b>45%</b>
Factor 1:	Values		50%		
Factor 2:	Staff Empowerment		50%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 3:</b>	<b>Monitoring and Evaluation</b>	<b>Total Subcriterion Score</b>	<b>30%</b>	<b>4.7</b>	<b>47%</b>
Factor 1:	Achievement of Output Targets		35%		
Factor 2:	Collaboration		30%		
Factor 3:	Risk Management		35%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Leadership Survey Tool</b>		<b>Total Subcriterion Score</b>	<b>20%</b>	<b>6.0</b>	<b>60%</b>
Factor 1:	Survey Results Leadership		100%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Weighted Leadership Criterion Average</b>			<b>100%</b>		<b>48%</b>

# Leadership Criterion

## Leadership Assessment Indicator Scores

Sample Institution (SI)

Benchmarking Assessment - Date

### A. Sub-criterion 1: Strategic Planning Framework

	Indicators	Indicator Scores*										Average Indicator Score	Factor Score
		1	2	3	4	5	6	7	8	9	10		
<b>Factor 1: Vision and Mission</b>													<b>5.08</b>
1	The organization's vision describes what it wants to become, captures its aims of excellence in carrying out its role, is consistent with national goals, and is supported by the minister and key stakeholders.	3	4	7	4	5	6	6	7	7	6		5.5
2	This vision is well known and embraced throughout the organization, and is an effective guide for the organization.	4	5	6	3	4	4	6	6	5	5		4.8
3	The organization's mission statement clearly defines its role, outlines how it intends to fulfill this role, and is consistent with national and organizational goals.	4	5	6	3	4	4	6	5	6	6		4.9
4	This mission statement is well known and embraced throughout the organization, supported by stakeholders and the minister, and available to the general public.	4	5	6	3	4	4	6	6	7	6		5.1
<b>Factor 2: Strategy</b>													<b>4.16</b>
5	The organization strategic plan accurately defines its goals, outputs, and relative priorities, and is consistent with the organization's vision, stakeholder interests, and national goals.	5	5	4	5	5	5	3	4	4	4		4.4
6	The organization uses the strategic plan to guide programmatic decisions as well as operational decisions, including allocation of resources and delegation of responsibility.	4	3	3	4	4	5	6	6	5	4		4.4
7	The overall strategic plan is supported by more detailed action plans or work plans for each subsidiary unit.	5	2	3	3	4	4	4	4	5	5		3.9
8	Staff at all levels within the organization generally know, understand, and support the strategy, including their role in achieving its objectives and producing its planned outcomes.	5	2	3	3	4	4	4	5	4	6		4.0
9	The strategic plan is subject to a regular review process, the findings of which are acted on in a timely fashion to promote continual improvement.	5	2	3	3	4	4	4	5	5	6		4.1

# Leadership Criterion

## Leadership Assessment Assessment Notes

Institution Name

Benchmarking Assessment - Date

### A. Sub-criterion 1: Strategic Planning Framework

No.	Indicators	Assessment Notes
<b>Factor 1: Vision and Mission</b>		
1	The organization's vision describes what it wants to become, captures its aims of excellence in carrying out its role, is consistent with national goals, and is supported by the minister and key stakeholders.	The organization has a written vision. However, the vision is vague and says little to what the organization wishes to become. There is minimal internal or external awareness of the vision. Staff are largely uninspired by this vision
2	This vision is well known and embraced throughout the organization, and is an effective guide for the organization.	
3	The organization's mission statement clearly defines its role, outlines how it intends to fulfill this role, and is consistent with national and organizational goals.	
4	This mission statement is well known and embraced throughout the organization, supported by stakeholders and the minister, and available to the general public.	
<b>Factor 2: Strategy</b>		
5	The organization strategic plan accurately defines its goals, outputs, and relative priorities, and is consistent with the organization's vision, stakeholder interests, and national goals.	The organization has a written mission statement. It defines why the organization exists. However, this mission is outdated and does not conform well with the legal mandate of the organization. Few in the organization are aware of and/or inspired by the mission.
6	The organization uses the strategic plan to guide programmatic decisions as well as operational decisions, including allocation of resources and delegation of responsibility.	
7	The overall strategic plan is supported by more detailed action plans or work plans for each subsidiary unit.	
8	Staff at all levels within the organization generally know, understand, and support the strategy, including their role in achieving its objectives and producing its planned outcomes.	
9	The strategic plan is subject to a regular review process, the findings of which are acted on in a timely fashion to promote continual improvement.	

**A. Sub-criterion 1: Strategic Planning Framework (Continued)**

Factor 3: Linkage to National Goals												4.00
10	The organization knows and understands which national goals its outputs contribute to.	5	5	4	5	5	5	3	2	3	4	4.1
11	The organization knows the government's relative priorities for these national goals.	4	3	3	4	4	5	6	5	4	5	4.3
12	The organization generally understands the kind of impact of each of its types of outputs.	5	2	3	3	4	4	4	5	5	5	4.0
13	The organization has a conceptual framework to help it understand and evaluate how its key outputs contribute to national goals.	5	2	3	3	4	4	4	4	5	6	4.0
14	Managers and staff generally understand how the organization's key outputs contribute to national goals and their particular work.	5	2	3	3	4	4	4	3	4	4	3.6

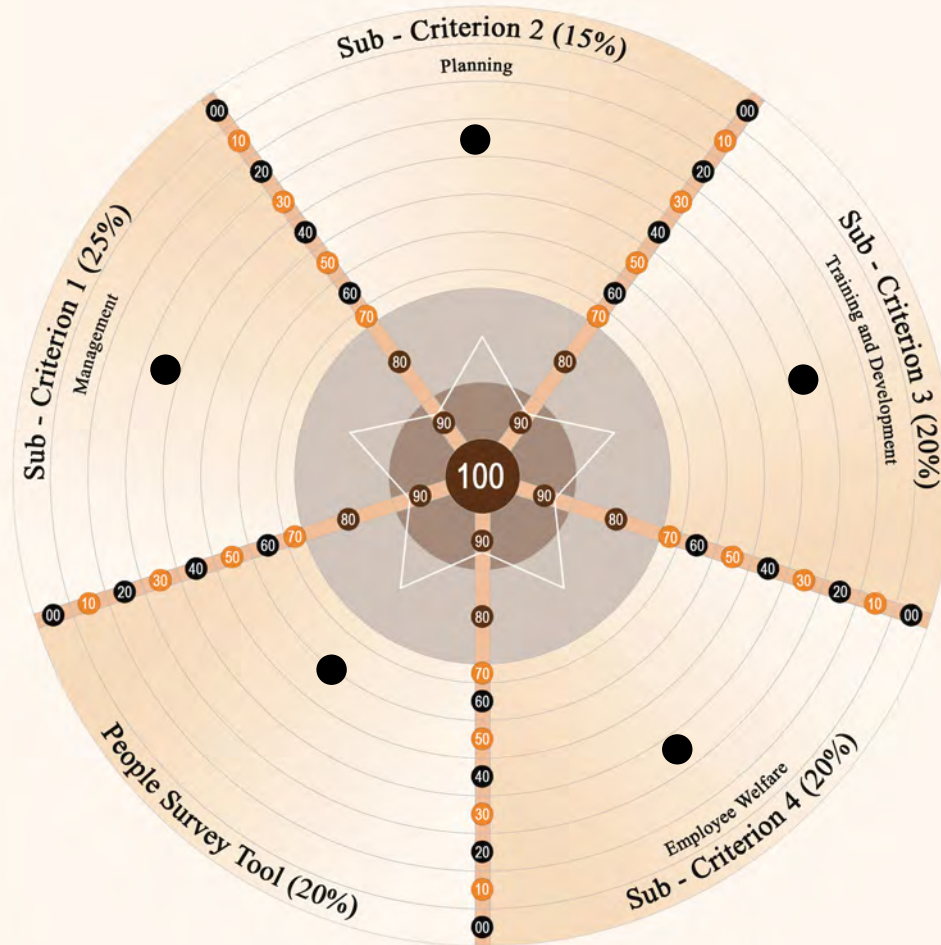
**A. Sub-criterion 1: Strategic Planning Framework (Continued)**

<b>Factor 3: Linkage to National Goals</b>		
10	The organization knows and understands which national goals its outputs contribute to.	The organization has the authority to communicate with stakeholders. Channels for communication are informal. Communication amongst stakeholders is sporadic. Stakeholder expectations are only managed in a reactive manner. Stakeholder expectations are generally low. The organization has negatively surprised stakeholders in the past, and has a reputation of inconsistent behavior.
11	The organization knows the government's relative priorities for these national goals.	
12	The organization generally understands the kind of impact of each of its types of outputs.	
13	The organization has a conceptual framework to help it understand and evaluate how its key outputs contribute to national goals.	
14	Managers and staff generally understand how the organization's key outputs contribute to national goals and their particular work.	

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Leadership Criterion, Continued

## People Scoring



**Institution Name :** Sample Org.

**Sub - Criterion 1** (32%)  
Management

**Sub - Criterion 2** (32%)  
Planning

**Sub - Criterion 3** (33%)  
Training and Development

**Sub - Criterion 4** (33%)  
Employee Welfare

**People Survey Tool** (55%)

**People Weighted Average** (37%)

People COE Status: Certified / **Non - Certified**

## People Scoring

Sample Institution (SI)  
Benchmarking Assessment - Date

		Sub-Criteria Value	Score	Percentile	
<b>Sub-Criterion 1:</b>	<b>Management</b>	<b>Total Subcriterion Score</b>	<b>25%</b>	<b>3.2</b>	<b>32%</b>
Factor 1:	Job Description and Classification		30%		
Factor 2:	Employment		20%		
Factor 3:	Performance Appraisal		30%		
Factor 4:	Compensation and Incentives		20%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 2:</b>	<b>Planning</b>	<b>Total Subcriterion Score</b>	<b>15%</b>	<b>3.2</b>	<b>32%</b>
Factor 1:	Forecasting		50%		
Factor 2:	Succession Planning		50%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 3:</b>	<b>Training and Development</b>	<b>Total Subcriterion Score</b>	<b>20%</b>	<b>3.3</b>	<b>33%</b>
Factor 1:	Employee Training		70%		
Factor 2:	Management Development		30%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 4:</b>	<b>Employee Welfare</b>	<b>Total Subcriterion Score</b>	<b>20%</b>	<b>3.3</b>	<b>33%</b>
Factor 1:	Employee Relations		50%		
Factor 2:	Employee Retention		50%		
		<b>Sub-total</b>	<b>100%</b>		
<b>People Survey Tool</b>		<b>Total Subcriterion Score</b>	<b>20%</b>	<b>5.5</b>	<b>55%</b>
Factor 1:	Survey Results People		100%		
		<b>Sub-total</b>	<b>100%</b>		
		<b>Weighted People Criterion Average</b>	<b>100%</b>		<b>37%</b>

# People Criterion

## People Assessment Indicator Scores

Sample Institution (SI)

Benchmarking Assessment - Date

### A. Sub-criterion 1: Management

No.	Indicators	Indicator Scores*										Average Score	Factor Score
		1	2	3	4	5	6	7	8	9	10		
<b>Factor 1: Job Descriptions and Classification</b>												<b>3.30</b>	
1	The organization provides employees a clear, detailed, results-based job description.	3	4	3	4	4	5	2	2	3	3	3.3	
2	Employees receive their job descriptions at the beginning of their employment.	4	3	3	4	5	5	6	6	5	5	4.6	
3	The organization uses the job descriptions to help plan human capital policies, such as policies regarding staff training and employee performance appraisals.	3	2	2	3	3	4	4	3	2	3	2.9	
4	The organization prepares and updates job classification tables that clearly ranks each position in the organization.	3	2	2	3	3	4	3	2	3	3	2.8	
5	The organization uses the job grading system when designing promotion and recruitment procedures.	3	3	3	3	4	4	2	2	2	3	2.9	
<b>Factor 2: Employment</b>												<b>3.19</b>	
6	The organization recruits internally to utilize existing skills and competencies, motivate staff to strive for excellence, and provide employees with opportunities for advancement.	1	3	1	6	4	3	4	3	3	4	3.2	
7	The organization recruitment and selection criteria to determine proper selection of potential candidates (including reference checks).	1	2	2	4	4	2	3	5	4	4	3.1	
8	The organization carries out needs assessments and job analyses to determine the number and quality of staff needed.	1	3	1	6	4	3	4	3	3	4	3.2	
9	The organization updates job classifications.	1	2	2	4	4	2	3	5	5	6	3.4	
10	The organization has established recruitment and selection policies that are linked to organizational goals and objectives.	1	2	3	4	4	2	2	4	4	5	3.1	
11	The organization internally circulates tables of vacant jobs reflecting the expected period of recruitment.	1	2	2	4	4	2	3	5	5	5	3.3	
12	The organization considers employment requirements and work priorities, and incorporates them into working programs to avoid any bias in recruiting qualified candidates.	1	2	3	4	4	2	2	4	4	4	3.0	

# People Criterion

## People Assessment Notes

Sample Institution (SI)

Benchmarking Assessment - Date

### A. Sub-criterion 1: Management

No.	Indicators	Assessment Notes
<b>Factor 1: Job Descriptions and Classification</b>		
1	The organization provides employees a clear, detailed, results-based job description.	The organization does provide employees with a clear and detailed description of the position at any time during employment. Planning of human capital policies is performed without ensuring that policies apply to job description. Job classification tables is not updated on a regular basis. The organization seldomly uses the job grading system when designing promotion and recruitment procedures.
2	Employees receive their job descriptions at the beginning of their employment.	
3	The organization uses the job descriptions to help plan human capital policies, such as policies regarding staff training and employee performance appraisals.	
4	The organization prepares and updates job classification tables that clearly ranks each position in the organization.	
5	The organization uses the job grading system when designing promotion and recruitment procedures.	
<b>Factor 2: Employment</b>		
6	The organization recruits internally to utilize existing skills and competencies, motivate staff to strive for excellence, and provide employees with opportunities for advancement	The organization's recruitment and selection policies do not ensure the employment of the right people at the right time for the right jobs. Areas to be addressed: No defined recruitment and selection criteria. No proper job analysis for each function. Untransparent filling of vacant positions from internal/external sources. No transparent criteria to determine requirements in the recruitment and selection of potential candidates. Weak linkage between the recruitment process and the overall strategic plan of the organization.
7	The organization recruitment and selection criteria to determine proper selection of potential candidates (including reference checks).	
8	The organization carries out needs assessments and job analyses to determine the number and quality of staff needed.	
9	The organization updates job classifications.	
10	The organization has established recruitment and selection policies that are linked to organizational goals and objectives.	
11	The organization internally circulates tables of vacant jobs reflecting the expected period of recruitment.	
12	The organization considers employment requirements and work priorities, and incorporates them into working programs to avoid any bias in recruiting qualified candidates.	

**A. Sub-criterion 1: Management (Continued)**

<b>Factor 3: Performance Appraisal</b>													<b>3.23</b>
13	The performance management system includes feedback to all employees on the level of their performance to encourage them to enhance future performance levels.	1	3	1	6	4	3	4	3	4	5	3.4	
14	Appraisals are periodically conducted and results are communicated.	1	3	1	6	4	3	4	3	3	4	3.2	
15	Assessed information on level of performance is used to determine promotion and/or training needs.	1	2	2	4	4	2	3	5	4	4	3.1	
<b>Factor 4: Compensation and Incentives</b>													<b>3.18</b>
16	The organization has established and implemented reward systems and incentive programs that consider employee welfare and performance-based results.	1	2	3	4	4	2	2	4	4	5	3.1	
17	The organization has aligned reward systems and compensation schemes with performance-related results, and motivated employees toward fulfilling organizational and individual needs.	1	2	2	4	4	2	3	5	5	6	3.4	
18	The organization examines and regularly updates reward systems, incentive programs, and compensation schemes to ensure alignment with organizational priorities and desired outcomes.	1	2	3	4	4	2	2	4	5	5	3.2	
19	The organization links pay and other compensation schemes with a performance-based management system, workload, and level of responsibilities.	1	2	2	4	4	2	3	5	6	2	3.1	
20	The organization has adopted clear criteria to be considered in identifying job titles when preparing the employment budget rather than creating titles to respond to personal interests.	1	2	3	4	4	2	2	4	5	4	3.1	

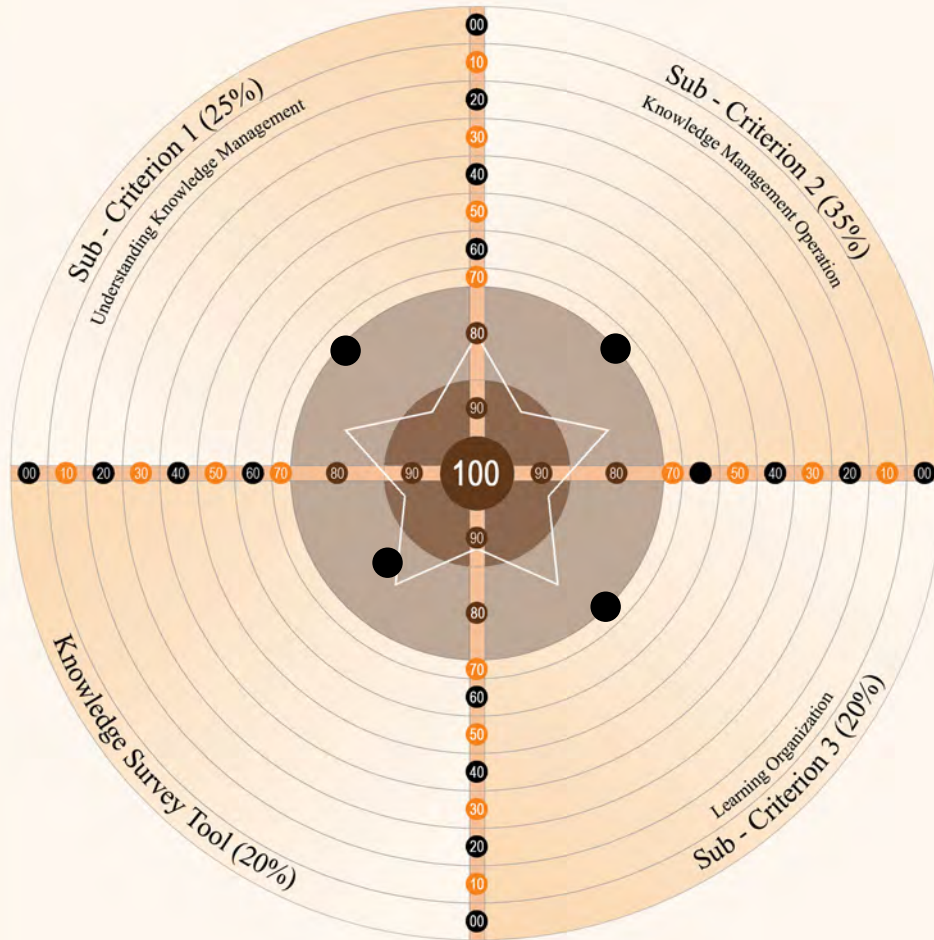
**A. Sub-criterion 1: Management (Continued)**

<b>Factor 3: Performance Appraisal</b>		
13	The performance management system includes feedback to all employees on the level of their performance to encourage them to enhance future performance levels.	There is no indication of discussion of employees performance indicators and expectations at the beginning of each evaluation period. Ineffective employee performance appraisal designed to motivate employees. No periodic assessment of employees' performance, and the notification of the performance appraisal results is absent. Non existant linkage between the results of the performance appraisal to career progression and training needs.
14	Appraisals are periodically conducted and results are communicated.	
15	Assessed information on level of performance is used to determine promotion and/or training needs.	
<b>Factor 4: Compensation and Incentives</b>		
16	The organization has established and implemented reward systems and incentive programs that consider employee welfare and performance-based results.	Areas of concern include: No examination of the incentive programs in alignment with the organization's desired outcomes. Ineffective rewards and compensation policies designed to motivate and enable the employees to achieve excellent levels of performance. No transparent management of a reward system and incentives. Weak alignment of the reward system with performance related results.
17	The organization has aligned reward systems and compensation schemes with performance-related results, and motivated employees toward fulfilling organizational and individual needs.	
18	The organization examines and regularly updates reward systems, incentive programs, and compensation schemes to ensure alignment with organizational priorities and desired outcomes.	
19	The organization links pay and other compensation schemes with a performance-based management system, workload, and level of responsibilities.	
20	The organization has adopted clear criteria to be considered in identifying job titles when preparing the employment budget rather than creating titles to respond to personal interests.	

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People Criterion, Continued

## Knowledge Scoring



Institution Name : Sample Org.

Sub - Criterion 1 (76%)  
Understanding Knowledge Management

Sub - Criterion 2 (75%)  
Knowledge Management Operation

Sub - Criterion 3 (75%)  
Learning Organization

Knowledge Survey Tool (80%)

Knowledge Weighted Average (76%)

Knowledge COE Status: Certified / Non - Certified

# Knowledge Scoring

Sample Institution (SI)

Benchmarking Assessment - Date

		Sub-Criteria Value	Score	Percentile	
<b>Sub-Criterion 1:</b>	<b>Understanding Knowledge Management</b>	<b>Total Sub criterion Score</b>	<b>25%</b>	<b>7.6</b>	<b>76%</b>
Factor 1:	Key features, Role, and Benefit		60%		
Factor 2:	Knowing and Valuing the Organization's Knowledge Assets		40%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 2:</b>	<b>Knowledge Management Operations</b>	<b>Total Sub criterion Score</b>	<b>35%</b>	<b>7.5</b>	<b>75%</b>
Factor 1:	Creating and Capturing Knowledge		25%		
Factor 2:	Sharing Knowledge Within the Organization		20%		
Factor 3:	Using Knowledge Within the Organization		20%		
Factor 4:	KM Performance Targets and Reviews		20%		
Factor 5:	e-Government		15%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 3:</b>	<b>Learning Organization</b>	<b>Total Sub criterion Score</b>	<b>20%</b>	<b>7.5</b>	<b>75%</b>
Factor 1:	Understanding What is a Learning Organization		40%		
Factor 2:	Supportive Culture, Systems, and Systems Architecture		60%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Knowledge Survey Tool</b>		<b>Total Sub criterion Score</b>	<b>20%</b>	<b>8.0</b>	<b>80%</b>
Factor 1:	Survey Results Knowledge		100%		
		<b>Sub-total</b>	<b>100%</b>		
		<b>Weighted Knowledge Criterion Average</b>	<b>100%</b>		<b>76%</b>

# Knowledge Management Criterion

## Knowledge Management Assessment Indicator Scores

Sample Institution (SI)

Benchmarking Assessment - Date

### A. Sub-criterion 1: Understanding Knowledge Management (KM)

No.	Indicators	Indicator Scores										Average Indicator Score	Factor Score	
		1	2	3	4	5	6	7	8	9	10			
<b>Factor 1: Key Features, Roles, and Benefits</b>												<b>7.50</b>		
1	The organization knows how knowledge adds value to its outputs and its ability to contribute to achieving national goals.	6	7	8	9	8	7	8	9	8	8	7.8		
2	The organization clearly understands:													
	* What the key elements of KM are;	6	7	8	9	9	8	8	7	8	9	7.9		
	* How these KM components interact; and	6	7	7	8	7	6	6	7	8	7	6.9		
	* How KM can enhance its ability to fulfill its output targets and help to achieve citizen centered, results focused national goals.	5	6	7	8	7	7	8	9	8	7	7.2		
3	The organization has adopted a KM strategy to enhance its ability to carry out its role most effectively.	7	8	8	9	8	7	7	8	7	8	7.7		
<b>Factor 2: Knowing and Valuing the Organization's Knowledge Assets</b>												<b>7.67</b>		
4	The organization clearly knows:													
	* What its vital knowledge assets are;	6	6	7	8	9	9	8	7	8	9	7.7		
	* Where they are located;	6	7	8	8	9	8	8	7	8	8	7.7		
	* What their relative priorities are;	7	8	9	9	8	8	7	8	8	9	8.1		
	* What the main risks to them are; and	5	6	7	8	7	7	8	9	8	7	7.2		
	* What the relative priority of each risk is.	6	7	8	9	9	8	8	7	8	9	7.9		
5	The organization is implementing a strategy to manage risks to its knowledge assets.	6	5	6	7	8	9	8	9	8	8	7.4		

# Knowledge Management Criterion

## Knowledge Management Assessment Notes

Sample Institution (SI)

Benchmarking Assessment - Date

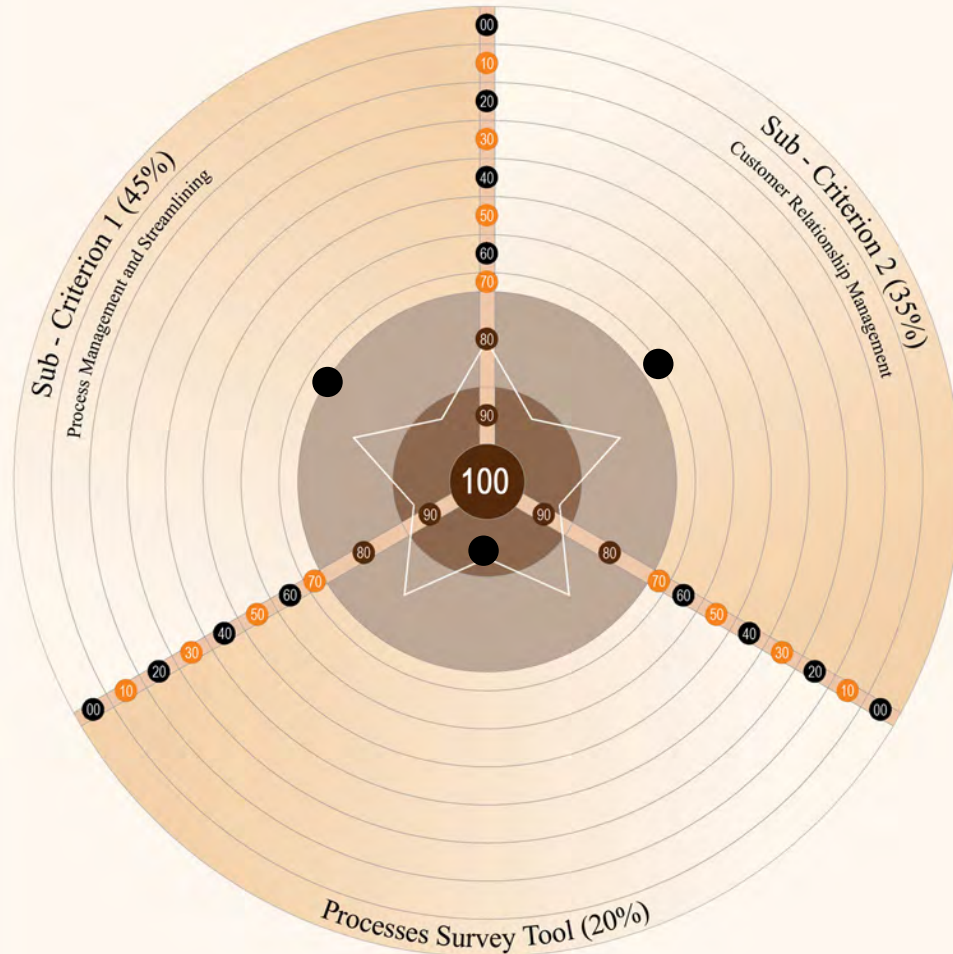
### A. Sub-criterion 1: Understanding Knowledge Management (KM)

No.	Indicators	Assessment Notes
<b>Factor 1: Key Features, Roles, and Benefits</b>		
1	The organization knows how knowledge adds value to its outputs and its ability to contribute to achieving national goals.	The organization understands how knowledge enhances its ability to achieve its output targets, but lacks the systematic process of linking these outputs to national goals. A knowledge management strategy does not exist.
2	The organization clearly understands: <ul style="list-style-type: none"> <li>* What the key elements of KM are;</li> <li>* How these KM components interact; and</li> <li>* How KM can enhance its ability to fulfill its output targets and help to achieve citizen centered, results focused national goals.</li> </ul>	
3	The organization has adopted a KM strategy to enhance its ability to carry out its role most effectively.	
<b>Factor 2: Knowing and Valuing the Organization's Knowledge Assets</b>		
4	The organization clearly knows: <ul style="list-style-type: none"> <li>* What its vital knowledge assets are;</li> <li>* Where they are located;</li> <li>* What their relative priorities are;</li> <li>* What the main risks to them are; and</li> <li>* What the relative priority of each risk is.</li> </ul>	Although undocumented, personnel at the top of the organization's heirarcy generally know what type of knowledge it has, where it is located and who to contact within the organization to acquire such knowledge. This information is relationship based and not effectively shared at all levels of the organization's hierarchy. Relative priorities and risks are not clear within the organization. A knowledge risk management strategy has not been adopted/documentated.
5	The organization is implementing a strategy to manage risks to its knowledge assets.	

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Knowledge Criterion, Continued

## Processes Scoring



**Institution Name :** Sample Org

**Sub - Criterion 1** (75%)  
Process Management and Streamlining

**Sub - Criterion 2** (66%)  
Customer Relationship Management

**Processes Survey Tool** (88%)

**Processes Weighted Average** (74%)

Processes COE Status: Certified / **Non - Certified**

# Processes Scoring

Sample Institution

Benchmarking Assessment - Date

			Sub-Criteria Value	Score	Percentile
<b>Sub-Criterion 1:</b>	<b>Process Management &amp; Streamlining</b>	<b>Total Subcriterion Score</b>	<b>45%</b>	<b>7.5</b>	<b>75%</b>
Factor 1:	Process Design and Delivery		55%		
Factor 2:	Streamlining of Procedures		45%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 2:</b>	<b>Customer Relationship Management</b>	<b>Total Subcriterion Score</b>	<b>35%</b>	<b>6.6</b>	<b>66%</b>
Factor 1:	Customer Needs and Expectations		30%		
Factor 2:	Customer Satisfaction		35%		
Factor 3:	Building Relationships with Suppliers		15%		
Factor 4:	Continuous Improvement		20%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Processes Survey Tool</b>		<b>Total Subcriterion Score</b>	<b>20%</b>	<b>8.8</b>	<b>88%</b>
Factor 1:	Survey Results Processes		100%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Weighted Processes Criterion Average</b>			<b>100%</b>		<b>74%</b>

# Processes Criterion

## Processes Assessment Indicator Scores

Sample Institution (SI)

Benchmarking Assessment - Date

### A. Sub-criterion 1: Process Management and Streamlining

	Indicators	Indicator Scores*										Average Score	Factor Score
		1	2	3	4	5	6	7	8	9	10		
<b>Factor 1: Process and Design Delivery</b>												<b>7.18</b>	
1	The organization incorporates the changing requirements of customers into service designs.	5	4	6	4	6	9	7	6	7	7	6.10	
2	Process design is tested to ensure the organization has adequate capability for trouble-free and timely introduction of services.	8	7	9	8	7	6	8	7	8	8	7.60	
3	The organization meets key performance requirements during the ongoing operation of key delivery processes.	9	8	9	8	7	7	8	8	7	7	7.80	
4	Resources required for each process are determined and made available to ensure quick delivery of services.	8	8	6	5	6	5	7	7	8	8	6.80	
5	The organization has established effective communication channels that enhance cooperation and understanding between functional units during the process delivery.	8	7	6	9	8	6	9	8	8	9	7.80	
6	Process delivery results are transparently measured and built into process design.	7	7	6	7	5	8	6	7	8	9	7.00	
<b>Factor 2: Streamlining of Procedures</b>												<b>7.81</b>	
7	Process mapping is designed and prepared to reflect the flow of procedural steps for each process delivery.	8	8	9	9	6	9	7	7	7	8	7.80	
8	The linkages, steps, and functions between processes and work units are identified and solved to avoid any duplication in the provision of services.	8	7	8	9	8	8	9	8	9	8	8.20	
9	The availability of resources and information needed to support the operation of processes are secured and monitored.	7	7	9	7	9	8	9	9	8	9	8.20	
10	Each process step is documented in flow charts that are deployed to service providers.	7	8	6	7	8	9	9	8	8	9	7.90	
11	The streamlining process is implemented through a participatory approach whereby employees are encouraged to help analyze the flow of each process and recommend actions and improvements.	7	8	6	7	8	9	9	9	8	7	7.80	
12	Training courses are offered to reflect new patterns of work design and delivery.	6	7	8	8	7	7	8	9	9	8	7.70	
13	Results of simplified processes are communicated and deployed to all concerned employees as well as external stakeholders.	7	6	6	7	7	8	9	8	9	9	7.60	
14	The organization has managed resistance to change expressed by employees as a result of applying new patterns of work delivery.	8	7	6	7	8	8	9	9	8	8	7.80	
15	Management decisions to incorporate technology resources are promptly integrated into action plans.	9	6	6	7	9	6	8	8	7	7	7.30	

# Processes Criterion

## Processes Assessment Notes

Sample Institution (SI)

Benchmarking Assessment - Date

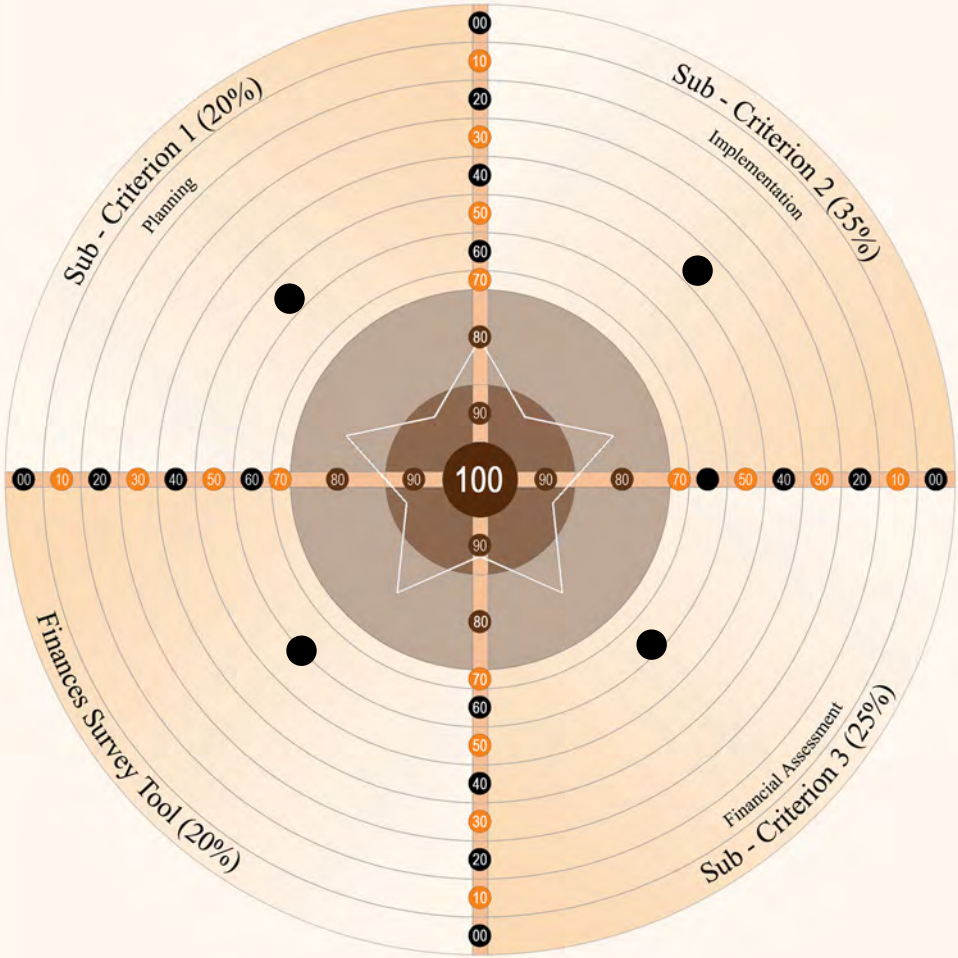
### A. Sub-criterion 1: Process Management & Streamlining

No.	Indicators	Assessment Notes
<b>Factor 1: Process Design and Delivery</b>		
1	The organization incorporates the changing requirements of customers into service designs.	Delegation of authority is delegated effectively. Employees are empowered to ensure quick service. Procedures are continuously streamlined and systems are in place to keep this process ongoing. Instructions and procedures are established for most work functions and activities. Work plans are prepared to reflect the definition and identification of activities, responsibilities, time span, and percentage of achievements on the level of customer service processes. The organization communicates effectively to stakeholders through the press.
2	Process design is tested to ensure the organization has adequate capability for trouble-free and timely introduction of services.	
3	The organization meets key performance requirements during the ongoing operation of key delivery processes.	
4	Resources required for each process are determined and made available to ensure quick delivery of services.	
5	The organization has established effective communication channels that enhance cooperation and understanding between functional units during the process delivery.	
6	Process delivery results are transparently measured and built into process design.	
<b>Factor 2: Streamlining of Procedures</b>		
7	Process mapping is designed and prepared to reflect the flow of procedural steps for each process delivery.	Follow-up transactions are continuously implemented and top management takes prompt actions. Audit reports are periodically submitted for corrective actions. Effective mechanisms are in place to receive and address stakeholder complaints. Customer needs and expectations are solicited and regularly assessed. Customers are well listened to and their needs or complaints are seriously studied.
8	The linkages, steps, and functions between processes and work units are identified and solved to avoid any duplication in the provision of services.	
9	The availability of resources and information needed to support the operation of processes are secured and monitored.	
10	Each process step is documented in flow charts that are deployed to service providers.	
11	The streamlining process is implemented through a participatory approach whereby employees are encouraged to help analyze the flow of each process and recommend actions and improvements.	
12	Training courses are offered to reflect new patterns of work design and delivery.	
13	Results of simplified processes are communicated and deployed to all concerned employees as well as external stakeholders.	
14	The organization has managed resistance to change expressed by employees as a result of applying new patterns of work delivery.	
15	Management decisions to incorporate technology resources are promptly integrated into action plans.	

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Processes Criterion, Continued

# Finances Scoring



**Institution Name :** Sample Org.

**Sub - Criterion 1** (51%)  
Planning

**Sub - Criterion 2** (41%)  
Implementation

**Sub - Criterion 3** (58%)  
Financial Assessment

**Finances Survey Tool** (55%)

**Finances Weighted Average** (50%)

Finances COE Status: Certified / **Non - Certified**

## Finances Scoring

Sample Institution (SI)

Benchmark Assessment- Date

		Sub-Criteria Value	Score	Percentile	
<b>Sub-Criterion 1:</b>	Planning	<b>Total Subcriterion Score</b>	<b>20%</b>	<b>5.1</b>	<b>51%</b>
Factor 1:	Projections		35%		
Factor 2:	Budgeting and Allocation		65%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 2:</b>	Implementation	<b>Total Subcriterion Score</b>	<b>35%</b>	<b>4.1</b>	<b>41%</b>
Factor 1:	Financial Administration		50%		
Factor 2:	Purchasing		30%		
Factor 3:	Inventory Management		20%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Sub-Criterion 3:</b>	Financial Assessment	<b>Total Subcriterion Score</b>	<b>25%</b>	<b>5.8</b>	<b>58%</b>
Factor 1:	Monitoring and Auditing		50%		
Factor 1:	Recommendations		50%		
		<b>Sub-total</b>	<b>100%</b>		
<b>Finances Survey Tool</b>		<b>Total Subcriterion Score</b>	<b>20%</b>	<b>5.5</b>	<b>55%</b>
Factor 1:	Survey Results Finances		100%		
		<b>Sub-total</b>	<b>100%</b>		
		<b>Weighted Finances Criterion Average</b>	<b>100%</b>		<b>50%</b>

# Finances Criterion

## Finances Assessment Indicator Scores

Sample Institution (SI)

Benchmarking Assessment - Date

### A. Sub-criterion 1: Planning

No.	Indicators	Indicator Scores*										Average Score	Factor Score
		1	2	3	4	5	6	7	8	9	10		
<b>Factor 1: Projections</b>												<b>5.16</b>	
1	The organization receives and reviews sufficient information about its financial requirements, with proper methodologies and well-thought out assumptions, to enable its managers to make sound funding decisions.	6	3	4	3	4	3	5	5	6	6	4.5	
2	The organization receives and reviews sufficient information about the design, execution, monitoring and evaluation processes for its projects, programs, or activities.	6	6	5	4	7	8	6	5	6	6	5.9	
3	The organization does a cost/benefit analysis of each proposed project.	6	3	4	3	4	3	5	5	6	5	4.4	
4	The organization uses the results of previous years' budgets in making current budgeting decisions.	6	7	5	4	7	8	5	5	6	6	5.9	
5	The organization uses the latest projection techniques and methods to predict its financial needs.	6	6	5	4	4	5	5	5	5	6	5.1	
<b>Factor 2: Budgeting and Allocation</b>												<b>5.00</b>	
6	The budget is prepared through a participatory process involving staff at all levels.	3	5	3	7	5	2	6	5	6	6	4.8	
7	The organization reviews and revises its priorities throughout the budgeting process.	4	5	6	4	3	3	6	6	7	8	5.2	

# Finances Criterion

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## Finances Assessment Notes

### Sample Institution (SI)

### Benchmarking Assessment - Date

#### A. Sub-criterion 1: Planning

No.	Indicators	Assessment Notes
<b>Factor 1: Projections</b>		
1	The organization receives and reviews sufficient information about its financial requirements, with proper methodologies and well-thought out assumptions, to enable its managers to make sound funding decisions.	The organization's needs to improve its ability to make accurate projections about its activities for the coming year and beyond. The organization does not ensure that managers have reliable data about the organization's expected revenues and program costs. Also, managers need a more thorough understanding of the organization's current and future goals to make sound budgeting decisions.
2	The organization receives and reviews sufficient information about the design, execution, monitoring and evaluation processes for its projects, programs, or activities.	
3	The organization does a cost/benefit analysis of each proposed project.	
4	The organization uses the results of previous years' budgets in making current budgeting decisions.	
5	The organization uses the latest projection techniques and methods to predict its financial needs.	
<b>Factor 2: Budgeting and Allocation</b>		
6	The budget is prepared through a participatory process involving staff at all levels.	The organization needs to maintain a flexible, participatory approach to budgeting and managing, and to monitor the allocation of funds on an ongoing basis, in order to ensure that its funds are always being used in the most effective and efficient way.
7	The organization reviews and revises its priorities throughout the budgeting process.	

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Finances Criterion, Continued

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Survey Tool and Focus Group Results

## Survey Tool

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**Sample Institution**  
**Dates**

### Feedback on Leadership Functions

Strategic Planning Framework		YES	%	NO	%	Total Surveyed	Survey/Focus Group Notes
1	Does the organization have a written vision statement?	90	87%	13	13%	103	Survey and focus group results indicate that the organization's leadership is moderately citizen centered, results focused, and transparent. Staff showed a clear understanding of their roles within the organization, and are very well aware of who their clients are. Staff seem to have a reasonable authority to respond to clients requests, and feel that this largely depends on the laws and regulations. Many fear taking responsibility due to the financial specifics of the organization. All seem to be aware of the vision, mission and objectives of their organization.
2	Is the vision well-conceived and clearly written?	60	60%	40	40%	100	
3	Does the vision statement outline standards of excellence that contribute to achieving national goals in a citizen-centered, results-focused, and transparent manner?	65	66%	33	34%	98	
4	Was the organization's vision decided upon in a systematic way and with wide staff participation?	86	85%	15	15%	101	
5	Does the senior management team embrace and support this vision?	58	58%	42	42%	100	
6	Does the Minister embrace and support this vision?	79	78%	22	22%	101	
7	Has the vision been published and made available to its key stakeholders?	90	87%	13	13%	103	
8	Can the organization demonstrate that key stakeholders support the vision?	60	60%	40	40%	100	
9	Can the organization cite specific examples of how the vision statement informs particular decisions, initiatives, or actions?	65	66%	33	34%	98	
10	Does the organization have a written mission statement?	86	85%	15	15%	101	
11	Does the mission statement accurately define why the organization exists?	58	58%	42	42%	100	
12	Does the mission statement outline broadly how the organization intends to fulfill its role and purpose?	79	78%	22	22%	101	
13	Is the mission statement consistent with both the organization's vision of excellence and relevant national goals?	90	87%	13	13%	103	
14	Was the organization's mission decided upon systematically and with wide staff participation?	60	60%	40	40%	100	
15	Does the senior management team embrace and support the mission?	65	66%	33	34%	98	

**Strategic Planning Framework (Continued)**

		YES	%	NO	%	Total Surveyed
16	Has the mission statement been published and made available to its key stakeholders?	86	85%	15	15%	101
17	Can the organization demonstrate that key stakeholders support the mission?	58	58%	42	42%	100
18	Can the organization cite specific examples of how the mission informs key decisions?	79	78%	22	22%	101
19	Does the organization have a written strategic plan?	90	87%	13	13%	103
20	Does the strategic plan incorporate underlying objectives that clearly link the organization's outputs to one or more national goals?	60	60%	40	40%	100
21	Has the organization prioritized these objectives in a manner that is consistent with the vision and mission?	65	66%	33	34%	98
22	Does the organization's strategic plan include specific, measurable output performance targets and a specific timeframe for accomplishing them?	86	85%	15	15%	101
23	Does the organization use the strategic plan as a guide when allocating resources, delegating responsibilities, and creating detailed work plans to produce the targeted outputs?	58	58%	42	42%	100
24	Is the strategic plan supported by more specific action plans, work plans, and/or annual plans that clearly support one or more of the objectives in the strategic plan?	79	78%	22	22%	101
25	Is the strategic plan the result of consultation with staff?	90	87%	13	13%	103
26	Is this strategic plan supported by the senior management team?	60	60%	40	40%	100
27	Is this strategic plan embraced and supported by the Minister?	65	66%	33	34%	98
28	Has the organization's strategic plan been published and made widely available to its key stakeholders?	86	85%	15	15%	101
29	Can the organization demonstrate that key stakeholders support the strategic plan?	58	58%	42	42%	100
30	Is the strategic plan reviewed regularly to determine what, if any, changes are required for the organization to better achieve its objectives?	79	78%	22	22%	101
31	Does this review process generally result in changes to the strategic plan?	90	87%	13	13%	103
32	Has the organization identified what national goals it should influence or help to achieve?	60	60%	40	40%	100
33	Has the organization established the relative priorities of these national goals?	65	66%	33	34%	98

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Survey Tool and Focus Group Results, Continued