Writing an Application, and Scoring It

A Workshop for the Franchise Association of New Zealand
Workshop Objectives

- Understanding the FANZ Awards Criteria
- Developing your entry
- What information to provide
- Evaluation & Feedback Reports
The FANZ Award Criteria

- Business Profile
- Leadership & Planning (150 points)
- Customer & Market Focus (100 points)
- Information & Analysis (150 points)
- People (100 points)
- Processes (100 points)
- Results (400 points)
Developing your Entry

• Business Profile
• Process Categories
• Results Category
What Information to Provide

- Direct answers to the criteria questions
- Focus on your most critical performance results
- Ensure answers and results are in keeping with your Business Profile
- Use graphs, tables and diagrams where possible.
Evaluation & Feedback Reports

• Carried out in accordance with the Scoring Guidelines in the associated handout.

• Feedback reports will only be provided if the requirement for one is stated prior to commencement of evaluation.
The Franchise Association of New Zealand has been working closely with the New Zealand Business Excellence Foundation since 2007. The Awards incorporate a five-stage assessment process.

**Stage 1 – Preparation of Registration Form and Business Profile**

You should decide early that you are going to enter the awards and immediately start work on your Registration Form and your Business Profile.

- **Registration Form** – all award entrants are required to complete a registration form and have this submitted by Tuesday 6th June.
- **Business Profile** – all award entrants except Field Managers and Community Award entrants must complete a basic business profile. This provides the judges with vital background and context for your final entry. Business Profiles must be submitted with your final submission by 5pm Monday 14th August.

**Stage 2 – Entrants Workshop**

The workshop will be held at Westpac on Tuesday June 13th 1pm and is an opportunity to get an understanding from the Business Excellence foundation of what the judges will be looking for. The workshop will also be followed by a webinar for those unable to attend the Auckland workshop.

**Stage 3 – Submission of Business Profile and Final Entry**

All entries must be submitted by 5pm Monday 14th August.

**Stage 4 – Evaluation Commences**

Independent evaluators will assess entrants’ submissions. An evaluator will contact all entrants by phone between the 29th August and 15th September. If you are not contacted during this time, please email: ian.ris@nzbef.org.nz

**Stage 5 – Awards Dinner**

All entrants are encouraged to attend the Awards Gala Dinner, as all entries will go through to finals judging. Winners will be announced at the Westpac New Zealand Franchise Awards dinner on Saturday 11th November 2017 at Alexandra Park Ellerslie.

**Feedback Reports**

Feedback reports are designed to provide input into how you might further improve and develop your business relative to the Baldridge Criteria. This is an optional service and must be requested on your registration form.

**Entry Criteria**

- All franchisor, franchisee and field manager entrants must have been franchising for a minimum of one year.
- All franchisor, franchisee and field manager entrants must belong to a franchise system which is a current member of FANZ.
- Franchise systems entering the business category awards must ensure they have had a compliance check completed within the last 2 years. This can be easily verified by contacting the association office.
- All service provider entrants must be a current member of FANZ and have been providing services to franchising for a minimum of one year.

All other relevant requirements will be found on the registration form.

**Evaluation and Judging Panels**

The evaluators and judging panel for all qualified entrants will be selected in conjunction with the New Zealand Business Excellence Foundation to ensure a high calibre of business acumen and confidentiality.

The special awards of Media Campaign, International Franchising and Digital Innovation will include experts on these areas on the judging panel.

Franchise specific training is also undertaken to ensure evaluators and judges are aware of and familiar with, the key aspects that relate specifically to franchising.

Neither the Franchise Association Board and staff, nor any current franchise system owner/operator will be involved in or privy to any aspect of the evaluation or judging process.

The Franchise Association may include the Association’s appointed Membership Scrutineer to ensure franchise system compliance at the time of entry.
KEY INFORMATION

All entrants for Business Category Awards and Special Awards must complete the Business Profile. It is highly recommended that you complete this section early so you are underway with your entry.

The Business Profile should be submitted with your final entry no later than 5pm Monday 14th August.

The following profile will assist the evaluators to better understand your business, the key influences, the competitive business environment and the key challenges facing your business.

This information does not form part of the evaluation scoring and is not included in the 10/12-page maximum (10 for franchisees, and 12 for franchisors) of your final submission.

Your business profile should not exceed 4 pages.

Section 1: Organisational Description

General
1.1 Where is your business located?
1.2 How long has the business been operating?
1.3 Explain your ownership and business structure.

Section 2: Business Environment

2.1 Who are your customers?
2.2 What are your primary products and/or services?
2.3 How do you provide/deliver your products and services to your customers?
2.4 Describe your business vision.
2.5 How is your business workforce made up? (e.g. numbers and types of employees, full time, part time, contractors etc.)
2.6 If you are a franchisor, how many franchisees do you have?
2.7 What equipment, facilities and technology do you use in your business?
2.8 What are the key regulations relating to your business? Please include as applicable: Health and Safety, accreditation, certification and registration requirements, environmental regulations and any other legislation relevant to the operation of your business.

Section 3: Organisational Relationships

Suppliers, Partners and Distributors
3.1 Who/what are your most important types of suppliers, partners and distributors?
3.2 How do you communicate with your key suppliers, partners and distributors?
3.3 List any other key relationships and explain how they contribute to your business?

Section 4: Organisational Challenges

Competitive Environment
4.1 What is your competitive position in your industry/sector?
4.2 What are the principal factors determining your success relative to your competitors?
4.3 What are the key challenges facing your business? (e.g. regulations, finances, product supply, recruitment etc.)
Entrant Questionnaire for

- **FRANCHISE SYSTEM CATEGORY AWARDS**
- **FRANCHISEE CATEGORY AWARDS**
- **BEST EMERGING FRANCHISE**
- **REGIONAL MASTER FRANCHISEE**
- **SERVICE PROVIDER**

**KEY INFORMATION**

The following award framework is designed so that all entrants are judged under the same criteria.

A guide for the length of your main entry, answering the six sections below would be to submit a maximum of 10 pages for a franchisee and 12 for a franchisor (your organisation’s business profile is not included in the page limit). It is important to tell your story and convey your key points.

It will be useful for judges and may make explanations clearer, if you include charts and graphs or other applicable illustrations throughout your submission.

You may reference your business profile at any time to direct evaluators to information you wish to relay, which may already be included in the business profile. This will save repetition and assist in keeping your entry within the page limit.

You must submit One (1) electronic version of your entry via email to: awards@franchise.org.nz by **5pm Monday 14th August**.

You may also elect to submit a printed version of your entry; however, please note that we would require **four copies**.

**Section 1: Leadership and Planning**

<table>
<thead>
<tr>
<th><strong>The purpose of section one is to examine how effectively the organisation is guided to achieve its business goals. This includes how your leader(s) set direction, communicate effectively, and conduct strategic planning.</strong></th>
<th>(150 points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Describe your vision for the business and how this vision will be achieved. i.e. Explain your key business objectives, including targets (where appropriate) and how these will ensure you achieve your vision.</td>
<td></td>
</tr>
<tr>
<td>1.2 How do you as a leader communicate the vision, objectives and performance expectations throughout the business to ensure that staff, and franchisees (if you are a franchisor) and other key stakeholders are fully aware and focused on these?</td>
<td></td>
</tr>
<tr>
<td>1.3 Explain how you conduct your business planning and who is involved?</td>
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</tbody>
</table>
# Section 2: Customer and Market focus

The purpose of section two is to examine:

- How you identify customers, customer groups and market segments
- How you listen and learn to determine customer requirements
- What information and feedback mechanisms you use to assess customer satisfaction with your product and /or service?

**Please note:**

**Franchisor entrant**—the definition of a customer is twofold, being franchisees and end user customers. It may pay to address each customer separately.

**Franchisee entrant**—the definition of a customer is your end user.

2.1 How do you determine customer requirements and how do you ensure that your products and/or services meet those customer requirements?

2.2 How do you build and manage customer relationships to acquire new customers, increase repeat business, retain loyal customers and increase customer engagement?

2.3 What is the process for customers to provide feedback on your products and /or services? How do you use the information that is gathered via this process?

2.4 How do you measure customer satisfaction, dissatisfaction and engagement?

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# Section 3: Information and Analysis

The purpose of this section is to explain how you manage data and information to support your business activities and make business decisions.

**Please note:**

**Franchisor's workforce would mean support staff.**

3.1 What information do you use to track the performance of the business, and how do you use this information to make business decisions?

3.2 How is relevant data and information made available to your workforce and franchisees (if you are a franchisor) to support decision making in their daily activities?

3.3 How do you ensure that business data and information is reliable and accurate?

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# Section 4: People

Section four examines how your work and jobs are organised, how training and education is addressed, and how you manage your business to ensure a satisfied committed workforce and franchisees (if you are a franchisor).

4.1 How do you organise the work and jobs in your business and how do you monitor performance?

4.2 How do you address training and development?

4.3 How do you support and monitor levels of satisfaction and engagement?
### Section 5: Processes

This section examines how you identify, manage and improve your key work processes. Key work processes might include product design and delivery, customer support, franchisee support (if you are a franchisor) and business processes.

1. What are your key work processes?
2. What measures or indicators do you use to control and improve your work processes?
3. How do you improve your work processes to improve products and performance?
4. How do you manage your supply chain, including selection of suppliers, evaluating their performance and dealing with poorly performing suppliers?

### Section 6: Results

Section six examines the data and information that provides evidence of performance and improvement in 4 key areas:

- **Customers:**
- **Financial and Market:**
- **People:**
- **Business Effectiveness.

Please provide evidence (results data and/or information), which demonstrate that your business is successful and sustainable. Where possible, provide data and information that indicates trends in performance over time. For example, 1 year’s data is good, but 2 or 3 years’ data is better. Where possible try to present the data in graphs and charts.

1. **Customers.** (For franchisees - customer means end user and for franchisors - customer means franchisees and end users)
   a) Describe your current performance levels and trends for your product/service performance.
   b) Describe your current levels and trends for customer growth and retention.
   c) Describe your current levels and trends for customer satisfaction and engagement.

2. **Financial Performance and Market Analysis**
   a) Describe your current levels and trends for relevant financial performance including financial return, financial viability, and budgetary performance as appropriate.
   b) Describe your current levels and trends for relevant marketplace performance, including market share or position, market share growth, market segments as appropriate.

3. **People** (Franchisors – workforce means your support staff)
   a) Describe your current levels and trends for your workforce – e.g. staff turnover, absenteeism, learning and development.
   b) Describe your current levels and trends for workforce satisfaction and engagement.

4. **Business Effectiveness**
   a) Illustrate/Describe your current levels and trends related to business efficiency and effectiveness, e.g. productivity, cycle-time, queuing time etc.
   b) Illustrate/Describe your current levels and trends for key business processes.
   c) Illustrate/Describe your current results for the performance of your suppliers.

(100 points)

(100 points)

(100 points)

(100 points)
How to Respond to the Criteria

1. Understand how to read and respond to a Criteria item.
Item requirements are presented as questions. Some requirements in the areas to address include multiple questions. To fully respond to the requirements, address all the questions, as missing information will be interpreted as a gap in your performance management system. However, you do not need to answer each question separately. Taken together, the multiple questions express the full meaning of the area to address. In responding, you may want to group responses to these questions in a way that is appropriate to your organisation.

2. Review the scoring guidelines.
Consider both the Criteria and the scoring guidelines as you prepare your responses. In responding to the questions in the process categories, include information on the process evaluation factors in the scoring guidelines: the maturity of your approaches, the extent of their deployment, the extent of learning, and the extent of integration with other elements of your performance management system.
Similarly, in responding to the questions in the results items, include information on the results evaluation factors in the scoring guidelines: the actual performance levels, the significance of the results trends, relevant comparative data, integration with important elements of your performance management system, and the results of the improvement process.

3. Understand the meaning of key terms.
Understanding many of the terms in the Criteria can help you accurately self-assess your organisation and communicate your processes and results to those reviewing your responses.

4. Start with the Business Profile.
The Business Profile is the most appropriate starting point. The Business Profile helps you understand what is most relevant and important to your organisation’s business, mission, and performance.

5. Responding to Process Items
Although the Criteria focus on key organisational performance results, these results by themselves offer little diagnostic value. For example, if some results are poor or are improving at rates slower than your competitors’ or comparable organisations’ results, you need to understand why this is so and what you might do to accelerate improvement.
Your responses to process items permit you or those who are reviewing your responses to diagnose your organisation’s most important processes—the ones that contribute most to organisational performance improvement and result in key outcomes or performance results.

6. Understand the meaning of “how”.
Essentially, when asked the question “how” by the criteria, you can substitute, “By what process?”

7. Understand the meaning of “what”.
Two types of questions in process items begin with what. The first requests basic information on key processes and how they work. Although it is helpful to state who performs the work, diagnosis or feedback also requires a description of how the process works.
The second type of what question asks you to report key findings, plans, objectives, goals, or measures. These questions set the context for showing alignment and integration in your performance management system.

8. Focus on your organisation’s most critical performance results.
Report results that cover the most important requirements for your organisation’s success, as highlighted in the Organisational Profile and in the Leadership, Strategy, Customers, Workforce, and Operations categories.

Report performance levels on a meaningful measurement scale.
Report trends to show the directions of results and rates of change in areas of importance. A minimum of three historical data points is generally needed to ascertain a trend.
Report comparisons to show how your results compare with those of other, appropriately selected organisations or benchmarks.
Show integration by including all results that are important to your organisation and segmenting them appropriately (e.g., by important customer, workforce, process, and product-line groups).

10. Use a compact format.
To make the best use of space, use flowcharts, tables, and lists to present information concisely.

11. Use graphs and tables.
You can report many results compactly by using graphs and tables. When you report results over time or compare them with others, “normalise” them (i.e., present them in a way—for example, as ratios—that takes size factors into account). For example, if the number of employees has varied over the period or if you are comparing your results to those of organisations differing in size, safety trends will be more meaningful if you report them as lost workdays per 100 employees rather than as total lost workdays.
The graph below shows one part of a possible response to item 7.1, Product and Process Results. In the Organisational Profile, the organisation has identified Six Sigma as a key element of its performance improvement system. Defects per million opportunities is one of its measures.

The graph illustrates a number of characteristics of clear and effective results reporting:

- Both axes and units of measure are clearly labelled.
- Levels and trends are reported for a key performance measure—defects per million opportunities.
- Results are presented for several years.
- An arrow indicates that a downward trend is good for this measure.
- Appropriate comparisons are shown clearly.
- In a single graph, the organisation segments its results for its three product lines, showing that they are tracked separately.
- The organisation projects improved performance, including discontinuous or breakthrough improvement in 2017 relative to prior performance for product line B. The text should explain this breakthrough change and might refer to critical learning from product line A as the basis for the projected change.

Interpreting the graph with the scoring guidelines in mind would result in the following observations on the organisation’s performance and maturity level:

- The current overall organisational performance level is excellent. This conclusion is supported by company performance trends, the comparison with industry competitors, and a “world-class” level for product line A.
- The overall organisation shows beneficial improvement trends sustained over time.
- Product line A is the current performance leader—showing sustained high performance (at approximately 5 defects per million) and a slightly beneficial trend since 2013. Product line B shows rapid improvement. Its performance is close to that of the best industry competitor but trails product line A.
- Product line C—identified in the text as a new product—is having early problems with defects but is projecting a turnaround. (The organisation should briefly explain these problems and the basis for the turnaround.)
- The organisation has projected improvements in the defect rates of all its product lines. Product line C continues to lag behind the others; product line A is projected to meet its Six Sigma goals by 2018.
Scoring System

The scoring of responses to Baldrige Criteria for Performance Excellence items is based on two evaluation dimensions: process categories and the final results category.

To score Criteria responses, consider the following information relative to the item requirements and the scoring guidelines:

- The key business factors presented in the Organisational Profile
- The maturity and appropriateness of the approaches, the breadth of their deployment, and the strengths of the learning and improvement process
- The level of performance and how results compare to those of other, relevant organisations or benchmarks

Scoring Dimensions Process

Process refers to the methods your organisation uses and improves. Processes address the requirements in first categories. The four factors used to evaluate process are approach, deployment, learning, and integration (ADLI). Criteria for Performance Excellence (CPE)-based feedback reflects strengths and opportunities for improvement in these factors. A score for a process item is based on a holistic assessment of your overall performance, utilising the four process factors.

**Approach** comprises:
- the methods used to carry out the process,
- the appropriateness of these methods to the item requirements and your operating environment,
- the effectiveness of your use of the methods, and
- the degree to which the approach is repeatable and based on reliable data and information (i.e., systematic).

**Deployment** is the extent to which:
- your approach addresses item requirements that are relevant and important to your organisation,
- your approach is applied consistently, and
- your approach is used by all appropriate work units.

**Learning** comprises:
- the refinement of your approach through cycles of evaluation and improvement,
- the encouragement of breakthrough change to your approach through innovation, and
- the sharing of refinements and innovations with other relevant work units and processes in your organisation.

See “From Fighting Fires to Innovation” on the next page, which illustrates a progression through the maturity levels for this scoring dimension.

**Integration** is the extent to which:
- your approach is aligned with the organisational needs identified in the Organisational Profile and other process items;
- your measures, information, and improvement systems are complementary across processes and work units; and
- your plans, processes, results, analyses, learning, and actions are harmonized across processes and work units to support organisation-wide goals.

In scoring process items, keep in mind that approach, deployment, learning, and integration are linked. Descriptions of approach should always indicate the deployment—consistent with the specific requirements of the item and your organisation. As processes mature, the description should also show cycles of learning (including innovation), as well as integration with other processes and work units (see “Steps Towards Mature Processes”).
Results

Results are the outputs and outcomes your organisation achieves, which address the requirements in category 7. The four factors used to evaluate results are levels, trends, comparisons, and integration (LeTCI). A score for a results item is based on a holistic assessment of your overall performance, taking into account the four results factors.

Levels are your current performance on a meaningful measurement scale.

Trends comprise your rate of performance improvement or continuation of good performance in areas of importance (i.e., the slope of data points over time).

Comparisons comprise your performance relative to that of other, appropriate organisations, such as competitors or organisations similar to yours, or benchmarks.

Integration is the extent to which your results measures (often through segmentation) address important performance requirements relating to customers, products, markets, processes, action plans, and organisation-wide goals identified in your Organisational Profile and in process items.

In the scoring of results items, look for data on performance levels, trends, and relevant comparisons for key measures and indicators of your organisation’s performance, as well as integration with your organisation’s key requirements. Results items should also show data on the breadth of the performance results reported. This is directly related to deployment and organisational learning; if improvement processes are widely shared and deployed, there should be corresponding results.

“Importance” as a Scoring Consideration

A critical consideration in Baldrige evaluation and feedback is the importance of your reported process and results to your key business factors. The areas of greatest importance should be identified in your Organisational Profile and in items, such as Strategy, Customer, People, and Processes/Operations. Your key customer requirements, competitive environment, workforce needs, key strategic objectives, and action plans are particularly important.

How to Score an Item Response

Follow these steps in assigning a score to an item response.

- **Read the scoring guidelines.**

- **Choose the scoring range** (e.g., 30–45%, 50–65%, or 70–85%) that is most descriptive of the organisation’s achievement level as presented in the item response. Choose this range based on a holistic view of either the four process factors (ADLI) or the four results factors (LeTCI) in aggregate. In this holistic view, the scoring range to assign is the one that best reflects the applicant’s response as a whole; do not tally or average independent assessments of each of the four factors. No one evaluation factor serves as a “gate” that keeps the score out of a higher range. The “most descriptive” range is not necessarily a perfect fit. It often reflects some gaps between the response and the description of one or more of the factors in the chosen scoring range.

- **Read the next higher and the next lower scoring ranges.** Assign a score (e.g., 55% or 60%) within the chosen range by evaluating whether the item response as a whole is closer to the statements in the next higher or the next lower scoring range.
Learning is an essential attribute of high-performing organisations. Effective, well-deployed organisational learning can help an organisation improve from the early stages of reacting to problems to the highest levels of organisation-wide improvement, refinement, and innovation.

1. Reacting to the problem (0–5%)
   Run with the hose and put out the fire.

2. General improvement orientation (10–25%)
   Install more fire hoses to get to the fires quickly and reduce their impact.

3. Systematic evaluation and improvement (30–45%)
   Evaluate which locations are most susceptible to fire. Install heat sensors and sprinklers in those locations.

4. Learning and strategic improvement (50–65%)
   Install system-wide heat sensors and a sprinkler system that is activated by the heat preceding fires.

5. Organisational analysis and innovation (70–100%)
   Use fireproof and fire-retardant materials. Replace combustible liquids with water-based liquids. Prevention is the primary approach for protection, with sensors and sprinklers as the secondary line of protection. This approach has been shared with all facilities and is practiced in all locations.
# Process Scoring Guidelines (For Use with Categories 1–6)

<table>
<thead>
<tr>
<th>SCORE</th>
<th>DESCRIPTION</th>
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| 0% or 5% | - No Systematic Approach to item requirements is evident; information is Anecdotal. (A)  
- Little or no Deployment of any Systematic Approach is evident. (D)  
- An improvement orientation is not evident; improvement is achieved by reacting to problems. (L)  
- No organisational Alignment is evident; individual areas or work units operate independently. (I) |
| 10%, 15%, 20%, or 25% | - The beginning of a Systematic Approach to the Basic Requirements of the item is evident. (A)  
- The Approach is in the early stages of Deployment in most areas or work units, inhibiting progress in achieving the Basic Requirements of the item. (D)  
- Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L)  
- The Approach is Aligned with other areas or work units largely through joint problem solving. (I) |
| 30%, 35%, 40%, or 45% | - An Effective, Systematic Approach, responsive to the Basic Requirements of the item, is evident. (A)  
- The Approach is Deployed, although some areas or work units are in early stages of Deployment. (D)  
- The beginning of a Systematic Approach to evaluation and improvement of Key Processes is evident. (L)  
- The Approach is in the early stages of Alignment with the basic organisational needs identified in response to the Organisational Profile and other process items. (I) |
| 50%, 55%, 60%, or 65% | - An Effective, Systematic Approach, responsive to the Overall Requirements of the item, is evident. (A)  
- The Approach is well Deployed, although Deployment may vary in some areas or work units. (D)  
- A fact-based, Systematic evaluation and improvement Process and some organisational Learning, including some Innovation, are in place for improving the efficiency and Effectiveness of Key Processes. (L)  
- The Approach is Aligned with your overall organisational needs as identified in response to the Organisational Profile and other process items. (I) |
| 70%, 75%, 80%, or 85% | - An Effective, Systematic Approach, responsive to Multiple Requirements in the item, is evident. (A)  
- The Approach is well Deployed, with no significant gaps. (D)  
- Fact-based, Systematic evaluation and improvement and organisational Learning, including Innovation, are Key management tools; there is clear evidence of refinement as a result of organisational-level Analysis and sharing. (L)  
- The Approach is Integrated with your current and future organisational needs as identified in response to the Organisational Profile and other process items. (I) |
| 90%, 95%, or 100% | - An Effective, Systematic Approach, fully responsive to the Multiple Requirements of the item, is evident. (A)  
- The Approach is fully Deployed without significant weaknesses or gaps in any areas or work units. (D)  
- Fact-based, Systematic evaluation and improvement and organisational Learning through Innovation are Key organisation-wide tools; refinement and Innovation, backed by Analysis and sharing, are evident throughout the organisation. (L)  
- The Approach is well Integrated with your current and future organisational needs as identified in response to the Organisational Profile and other process items. (I) |
<table>
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<tr>
<th>SCORE</th>
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| 0% or 5%                  | • There are no organisational Performance Results, or the Results reported are poor. (Le)  
|                           | • Trend data either are not reported or show mainly adverse Trends. (T)     |
|                           | • Comparative information is not reported. (C)                               |
|                           | • Results are not reported for any areas of importance to the accomplishment of your organisation’s Mission. (I) |
| 10%, 15%, 20%, or 25%     | • A few organisational Performance Results are reported, responsive to the Basic Requirements of the item, and early good Performance Levels are evident. (Le)  
|                           | • Some Trend data are reported, with some adverse Trends evident. (T)     |
|                           | • Little or no comparative information is reported. (C)                     |
|                           | • Results are reported for a few areas of importance to the accomplishment of your organisation’s Mission. (I) |
| 30%, 35%, 40%, or 45%     | • Good organisational Performance Levels are reported, responsive to the Basic Requirements of the item. (Le)  
|                           | • Some Trend data are reported, and most of the Trends presented are beneficial. (T)     |
|                           | • Early stages of obtaining comparative information are evident. (C)       |
|                           | • Results are reported for many areas of importance to the accomplishment of your organisation’s Mission. (I) |
| 50%, 55%, 60%, or 65%     | • Good organisational Performance Levels are reported, responsive to the Overall Requirements of the item. (Le)  
|                           | • Beneficial Trends are evident in areas of importance to the accomplishment of your organisation’s Mission. (T)     |
|                           | • Some current Performance Levels have been evaluated against relevant comparisons and/or Benchmarks and show areas of good relative Performance. (C)       |
|                           | • Organisational Performance Results are reported for most Key Customer, market, and Process requirements. (I) |
| 70%, 75%, 80%, or 85%     | • Good-to-excellent organisational Performance Levels are reported, responsive to Multiple Requirements in the item. (Le)  
|                           | • Beneficial Trends have been sustained over time in most areas of importance to the accomplishment of your organisation’s Mission. (T)     |
|                           | • Many to most Trends and current Performance Levels have been evaluated against relevant comparisons and/or Benchmarks and show areas of leadership and very good relative Performance. (C)       |
|                           | • Organisational Performance Results are reported for most Key Customer, market, Process, and Action Plan requirements. (I) |
| 90%, 95%, or 100%         | • Excellent organisational Performance Levels are reported that are fully responsive to the Multiple Requirements of the item. (Le)  
|                           | • Beneficial Trends have been sustained over time in all areas of importance to the accomplishment of your organisation’s Mission. (T)     |
|                           | • Industry and Benchmark leadership is demonstrated in many areas. (C)       |
|                           | • Organisational Performance Results and Projections are reported for most Key Customer, market, Process, and Action Plan requirements. (I) |
Steps Towards Mature Processes
An Aid for Assessing and Scoring Process Items

Reacting to Problems
(0 – 25%)
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

Early Systematic Approaches
(30 – 45%)
The organisation is beginning to carry out operations with repeatable processes, evaluation, and improvement, and there is some early coordination among organisational units. Strategy and quantitative goals are being defined.

Aligned Approaches
(50 – 65%)
Operations are characterized by repeatable processes that are regularly evaluated for improvement. Learnings are shared, and there is coordination among organisational units. Processes address key strategies and goals.

Integrated Approaches
(70 – 100%)
Operations are characterized by repeatable processes that are regularly evaluated for change and improvement in collaboration with other affected units. The organisation seeks and achieves efficiencies across units through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.