

6 Category 4 Measurement, Analysis, and Knowledge Management

4 Measurement, Analysis, and Knowledge Management (90 pts.)¹³

The Measurement, Analysis, and Knowledge Management Category examines how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets for homeland security.

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Forms can be downloaded from the CD-ROM located inside the back cover of this book.

4.1 Measurement and Analysis of Organizational Performance (45 pts.)

Process

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

AREAS TO ADDRESS

a. Performance Measurement

- (1) How do you select, collect, align, and integrate data and information for tracking daily operations and for tracking overall organizational performance? How do you use these data and this information to support organizational decision making and innovation?
- (2) How do you select and ensure the effective use of key comparative data and information to support operational and strategic decision making and innovation?
- (3) How do you keep your performance measurement system current with business needs and directions? How do you ensure that your performance measurement system is sensitive to rapid or unexpected organizational or external changes?

b. Performance Analysis

- (1) What analyses do you perform to support your senior leaders' organizational performance review? What analyses do you perform to support your organization's strategic planning?
- (2) How do you communicate the results of organizational-level analyses to work-group and functional-level operations to enable effective support for their decision making?

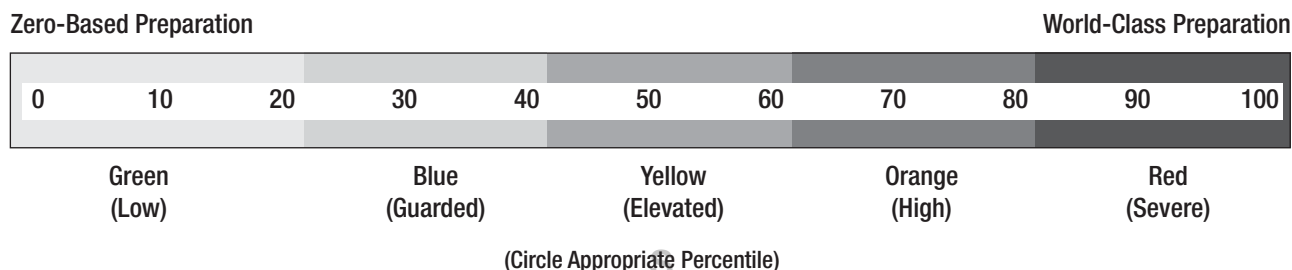
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4.1 Percent Score

4.1a(1) How does your organization select, collect, align, and integrate data and information for tracking daily and overall performance of homeland security?

Interview notes:



Zero-Based Organization

- Organization has no formal selection process in place for information and data to support the organization’s homeland security processes, strategic action plans, and performance management systems.
- Organization anecdotally selects and uses homeland security information and data to track overall performance of homeland security initiatives.

World-Class Organization

- Organization has a documented process for the selection, collection, alignment, and tracking of the organization’s homeland security data and information.
- Organization has all homeland security data and information color-coded by terrorist risk levels, based on the homeland security advisory system (HSAS). Data are tracked by attack risk levels.

Approach Deployment Learning Integration

4.1a(1) Organization selects, collects, aligns, and integrates data and information for tracking daily and overall performance of homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

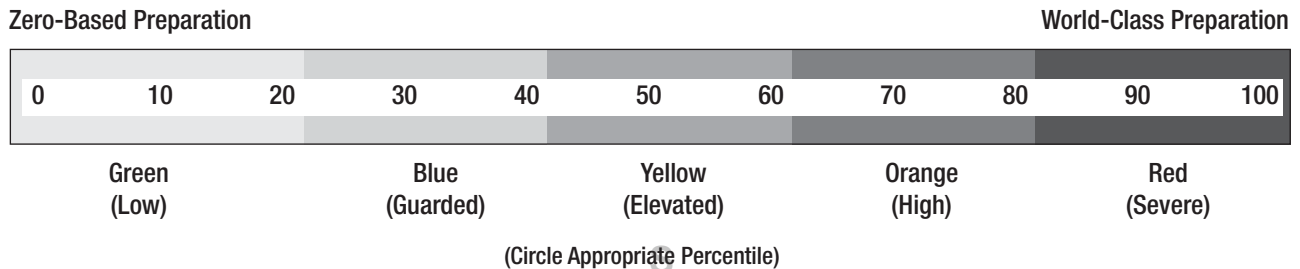
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

4.1a(2) How does your organization select and ensure the effective use of key homeland security comparative data and information to support operational and strategic decision making and innovation?

Interview notes:



Zero-Based Organization

- Organization does not use comparative data and information to support homeland security decision making.
- Organization makes no homeland security comparisons against other organizations known for their best practices.

World-Class Organization

- Organization selects data by reviewing “risk of attack” levels. The selected high-priority data and information are compared against industry and governmental organizations’ “best practice” homeland security initiatives and used to support strategic decision making throughout the organization.
- Organization has published a homeland security selection data guide to support operational and strategic decision making.

- Approach
 Deployment
 Learning
 Integration

4.1a(2) Organization selects and ensures the effective use of key homeland security comparative data and information to support operational and strategic decision making and innovation.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

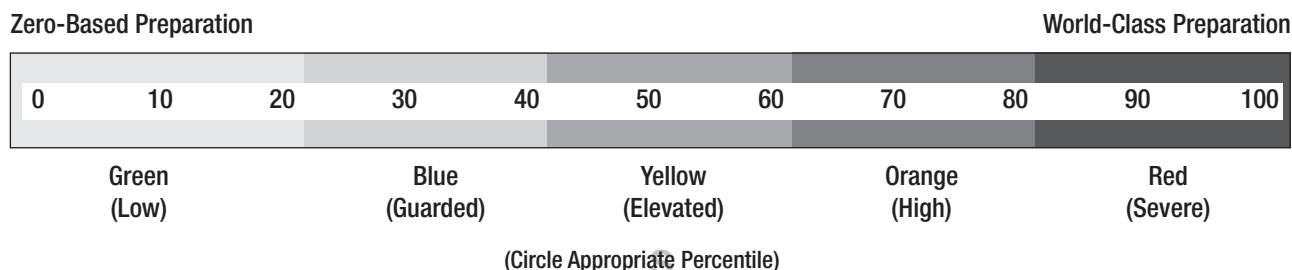
Long Term (2 years or more)

- 1.
- 2.

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4.1a(3) How does your organization keep its performance measurement system for homeland security current with business needs and directions?

Interview notes:



Zero-Based Organization

- Organization does nothing to keep its performance measurement system for homeland security current with business needs and directions.
- Organization has no process in place to ensure that its performance measurement system for homeland security is timely and sensitive to unexpected external security changes.

World-Class Organization

- Organization reviews its performance measurement system for homeland security annually to ensure it remains current with business needs and directions.
- Organization ensures that its performance measurement system for homeland security is sensitive to rapid and unexpected security and emergency changes.

- Approach Deployment Learning Integration

4.1a(3) Organization’s performance measurement system for homeland security is kept current with business needs and directions.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

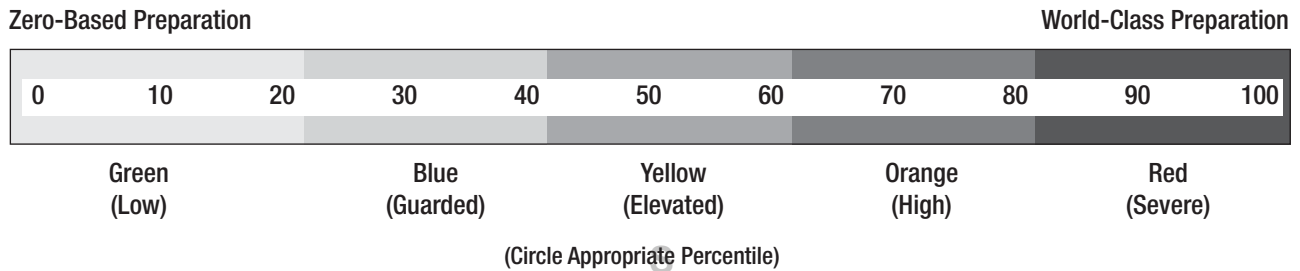
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

4.1b(1) What analysis does your organization perform to support senior leaders’ organizational performance review and the organization’s strategic planning for homeland security?

Interview notes:



Zero-Based Organization

- Organization uses anecdotal data to support senior leaders’ organizational performance reviews and the organization’s strategic planning for homeland security.
- Organization does not analyze data and information to support senior leaders’ performance reviews for homeland security.

World-Class Organization

- Organization uses selected threat information to support senior leaders’ organizational performance review and the organization’s strategic planning for homeland security.
- Organization uses declassified national security information from state and federal agencies to support leadership’s organizational performance review and strategic plans and goals.

- Approach Deployment Learning Integration

4.1b(1) Organization performs analysis to support senior leaders’ organizational performance review and the organization’s strategic planning for homeland security.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

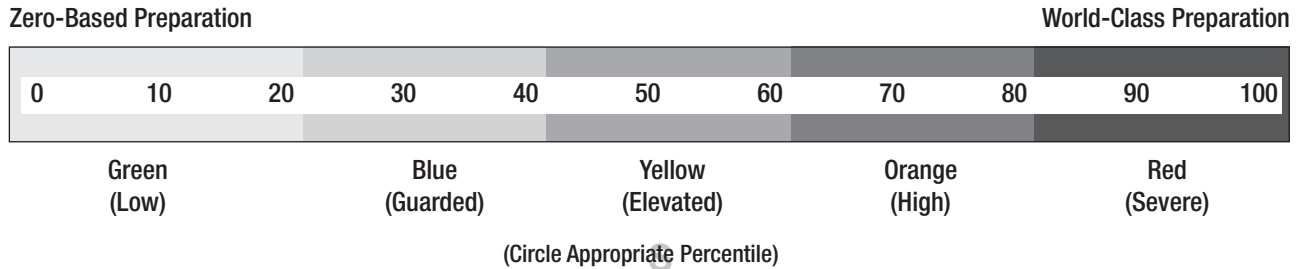
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

4.1b(2) How does your organization communicate the results of organizational-level homeland security analysis to work group and functional-level operations that enable effective support for decision making?

Interview notes:



Zero-Based Organization

- Organization’s homeland security data are neither linked to nor supportive of work-group and functional-level decision making regarding corporate security issues.
- Organization does not communicate homeland security data to employees, suppliers, partners, and customers.

World-Class Organization

- Organization’s homeland security data is user-friendly and presented in vivid graphs and charts to support functional-level decision making regarding security issues.
- Organization communicates homeland security organizational results through its online homeland security newsletters to employees, suppliers, partners, and customers.

- Approach Deployment Learning Integration

4.1b(2) Organization communicates results of organizational-level homeland security analysis to work-group and functional-level operations that enable effective support for decision making.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

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4.2 Information and Knowledge Management (45 pts.)

Process

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

AREAS TO ADDRESS

a. Data and Information Availability

- (1) How do you make needed data and information available? How do you make them accessible to employees, suppliers, partners, and customers, as appropriate?
- (2) How do you ensure that hardware and software are reliable, secure, and user-friendly?
- (3) How do you keep your data and information availability mechanisms, including your software and hardware systems, current with business needs and directions?

b. Organizational Knowledge

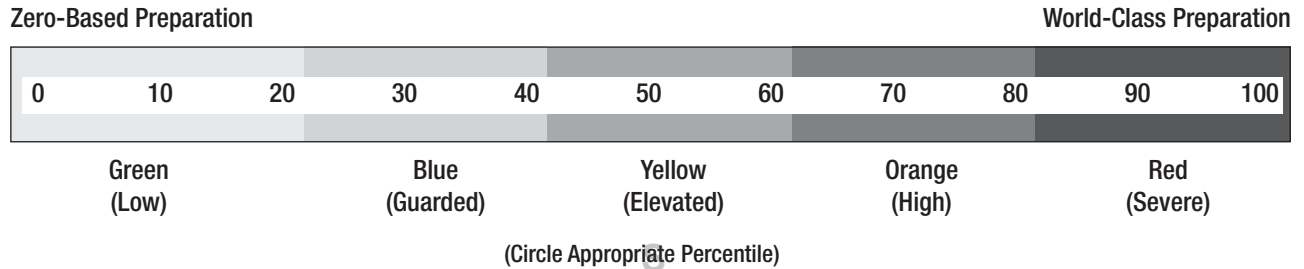
- (1) How do you manage organizational knowledge to accomplish:
 - The collection and transfer of employee knowledge
 - The transfer of relevant knowledge from customers, suppliers, and partners
 - The identification and sharing of best practices
- (2) How do you ensure the following properties of your data, information, and organizational knowledge:
 - Integrity
 - Timeliness
 - Reliability
 - Security
 - Accuracy
 - Confidentiality

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4.2 Percent Score

4.2a(1) How does your organization ensure that needed homeland security data and information is available to employees, suppliers, partners, and customers?

Interview notes:



Zero-Based Organization

- Organization does not have a consistent and reliable method for deploying homeland security data and information to various stakeholders.
- Organization sends homeland security data and information on a “request only” basis to employees, suppliers, partners, and customers.

World-Class Organization

- Organization uses a subscriber website to deploy needed homeland security data and information to employees, suppliers, partners, and customers.
- Organization has a dedicated homeland security team to dispense needed homeland security data and information to suppliers, partners, and customers daily.

- Approach
 Deployment
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4.2a(1) Organization ensures that needed homeland security data and information is available to employees, suppliers, partners, and customers.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

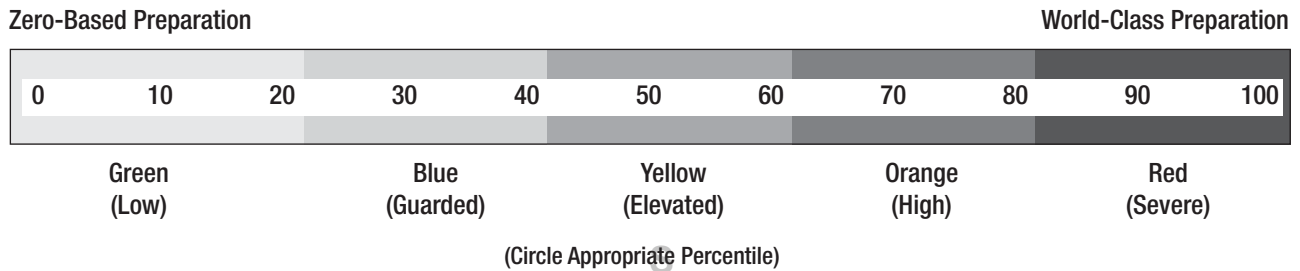
Long Term (2 years or more)

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4.2a(2) How does your organization ensure that hardware and software supporting homeland security is reliable, secure, and user-friendly?

Interview notes:



Zero-Based Organization

- Organization does not review its homeland security hardware/software to ensure reliability, security, and user-friendliness.
- Organization has no concern that hardware and software supporting homeland security are reliable, secure, and user-friendly.

World-Class Organization

- Organization has a committee in place to review homeland security hardware and software reliability, security, and user-friendliness semiannually.
- Organization surveys employees, suppliers, partners, and customers annually to gauge their satisfaction with homeland security data reliability, security, and user-friendliness.

- Approach Deployment Learning Integration

4.2a(2) Organization ensures that hardware and software supporting homeland security is reliable, secure, and user-friendly.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

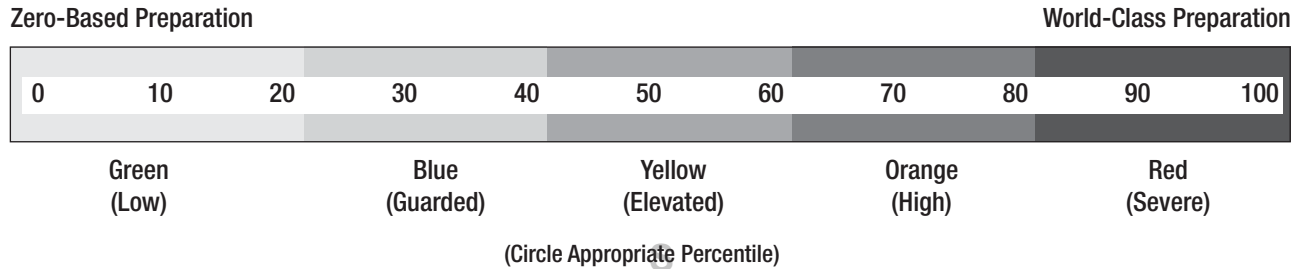
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4.2a(3) How does your organization keep data and information availability mechanisms that support homeland security, including software and hardware systems, current with business needs and directions?

Interview notes:



Zero-Based Organization

- Organization has no infrastructure in place to support information networks for homeland security.
- Organization has little concern that systems are in place to support homeland security data and information.

World-Class Organization

- Organization benchmarks notable “best practice” information systems that support homeland security to ensure that its system is current with business needs and directions.
- Organization has in place a homeland security data support team to ensure that software/hardware systems are current with the organization’s security needs.

- Approach
 Deployment
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4.2a(3) Organization keeps data and information availability mechanisms that support homeland security, including software and hardware systems, current with business needs and directions.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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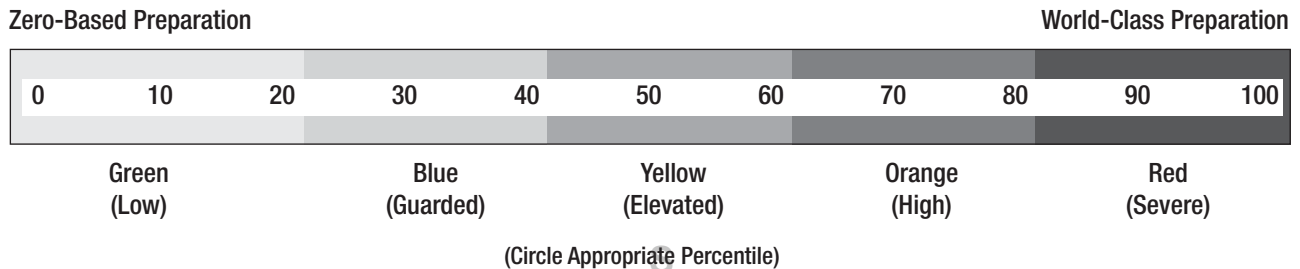
Long Term (2 years or more)

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4.2b(1) How does your organization collect and transfer relevant organizational knowledge and sharing of best practices that relates to homeland security to and from employees, customers, suppliers, and partners?

Interview notes:



Zero-Based Organization

- Organization has no systematic methodology in place to manage, collect, and transfer homeland security knowledge and best practices.
- Organization collects homeland security data and information but has no system in place to store and transfer knowledge to stakeholder groups.

World-Class Organization

- Organization has a software system in place that manages, collects, and transfers homeland security data and information and best practices to employees, suppliers, partners, and customers.
- Organization has an online knowledge management system for homeland security that is accessible to employees, suppliers, partners, and customers.

- Approach
 Deployment
 Learning
 Integration

4.2b(1) Organization collects and transfers relevant organizational knowledge and sharing of best practices that relates to homeland security to and from employees, customers, suppliers, and partners.

+ Strengths

- 1.
- 2.
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– Opportunities for Improvement

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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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- 2.

Long Term (2 years or more)

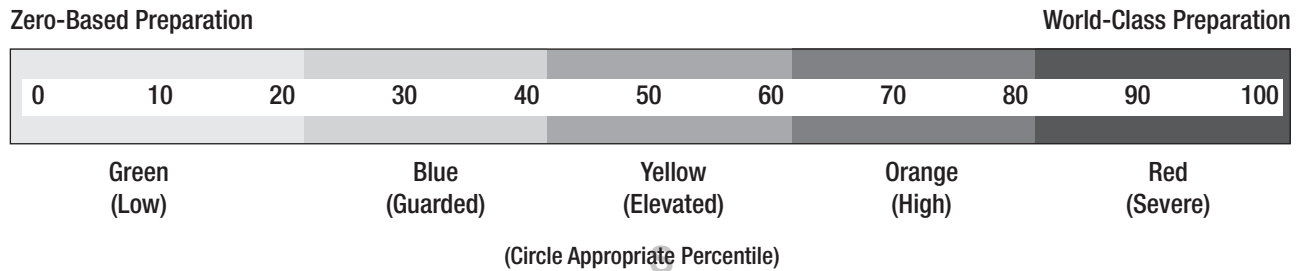
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4.2b(2) How does your organization ensure that its homeland security data, information, and organizational knowledge have integrity and are timely, reliable, secure, accurate, and confidential?

Interview notes:



Zero-Based Organization

- Organization has no process in place to ensure that data and knowledge management are reliable, protected, timely, and secure.
- Organization has no ongoing systems in place to review and ensure that homeland security data, information, and organizational knowledge are maintained properly.

World-Class Organization

- Organization surveys data users bimonthly to ensure homeland security data and knowledge management have integrity, timeliness, reliability, security, accuracy, and confidentiality.
- Organization’s homeland security data, information, and organizational knowledge are reviewed weekly to ensure that it is reliable, protected, timely, and secure.

- Approach Deployment Learning Integration

4.2b(2) Organization ensures that homeland security data, information, and organizational knowledge has integrity and is timely, reliable, secure, accurate, and confidential.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
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7 Category 5 Human Resource Focus

5 Human Resource Focus (85 pts.)¹⁴

The Human Resource Focus Category examines how your organization's work systems and employee learning and motivation enable employees to develop and use their full potential in alignment with your organization's overall homeland security 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 that supports the organization's homeland security plans and goals.

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Forms can be downloaded from the CD-ROM located inside the back cover of this book.

5.1 Work Systems (35 pts.)

Process

Describe how your organization’s work and jobs enable employees and the organization to achieve high performance. Describe how compensation, career progression, and related workforce practices enable employees and the organization to achieve high performance.

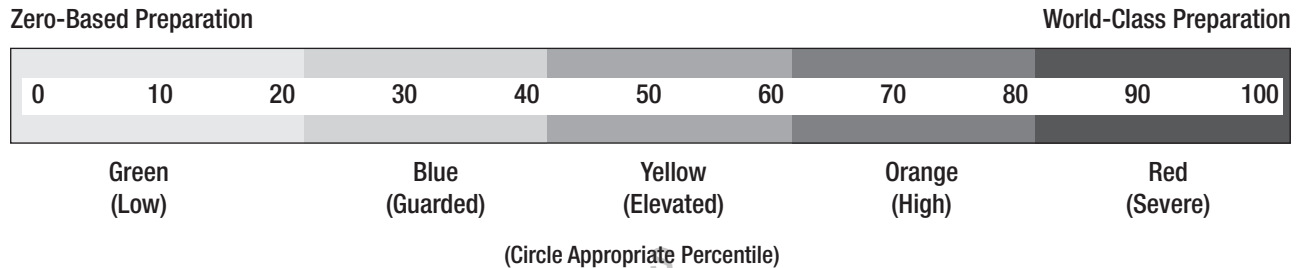
AREAS TO ADDRESS	
a.	<p>Organization and Management of Work</p> <p>(1) How do you organize and manage work and jobs to promote cooperation, initiative, empowerment innovation, and your organizational culture? How do you organize and manage work and jobs to achieve the agility to keep current with business needs?</p> <p>(2) How do your work systems capitalize on the diverse ideas, cultures, and thinking of your employees and the communities with which you interact (your employee hiring and your customer communities)?</p> <p>(3) How do you achieve effective communication and skill sharing across work units, jobs, and locations?</p>
b.	<p>Employee Performance Management System</p> <p>How does your employee performance management system, including feedback to employees, support high performance? How does your employee performance management system support a customer and business focus? How do your compensation, recognition, and related reward and incentive practices reinforce high-performance work and a customer and business focus?</p>
c.	<p>Hiring and Career Progression</p> <p>(1) How do you identify characteristics and skills needed by potential employees?</p> <p>(2) How do you recruit, hire, and retain new employees? How do you ensure that the employees represent the diverse ideas, cultures, and thinking of your employee hiring community?</p> <p>(3) How do you accomplish effective succession planning for leadership and management positions, including senior leadership? How do you manage effective career progression for all employees throughout the organization?</p>

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5.1 Percent Score

5.1a(1) How does your organization structure and manage work and jobs to promote cooperation, initiative, empowerment, and innovation to achieve the agility needed to address homeland security initiatives within the organization?

Interview notes:



Zero-Based Organization

- No systematic process is in place to design, organize, and manage homeland security work and jobs for employees that promote cooperation, empowerment, innovation, and collaboration.
- Organization does not address work system structure that promotes cooperation and collaboration of employees and meets homeland security needs.

World-Class Organization

- Organization conducts an annual work system review to ensure that employees' cooperation and collaboration meet the organization's homeland security plans and goals.
- Employees are grouped into various work teams (e.g., safety teams, cross-functional teams) to promote cooperation and collaboration to keep current the organization's homeland security needs and directions.

- Approach
 Deployment
 Learning
 Integration

5.1a(1) Organization structures and manages work and jobs to promote cooperation, initiative, empowerment, and innovation to achieve the agility needed to address homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

- Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

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- 2.

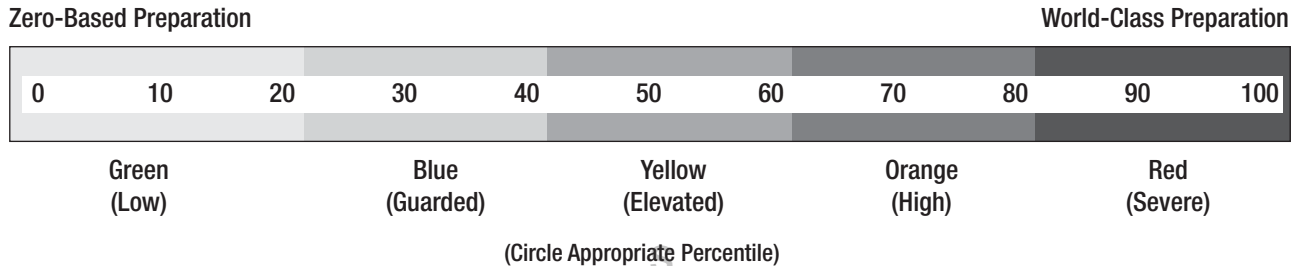
Long Term (2 years or more)

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5.1a(2) How do your organization’s work systems capitalize on the diverse ideas, cultures, and thinking of employees regarding homeland security issues?

Interview notes:



Zero-Based Organization

- Organization’s work systems are not formalized and do not capitalize on diverse thinking among employees regarding homeland security.
- Organization’s work systems do not support employee interaction regarding homeland security issues.

World-Class Organization

- Organization’s homeland security work teams, process teams, and peer coaching teams promote diverse ideas and thinking throughout the organization about homeland security issues and vulnerabilities.
- Organization promotes cross-functional teams among employees to capitalize on their diverse ideas, cultures, and diverse thinking to identify homeland security issues and vulnerabilities.

- Approach
 Deployment
 Learning
 Integration

5.1a(2) Organization’s work systems capitalize on the diverse ideas, cultures, and thinking of employees regarding homeland security issues.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

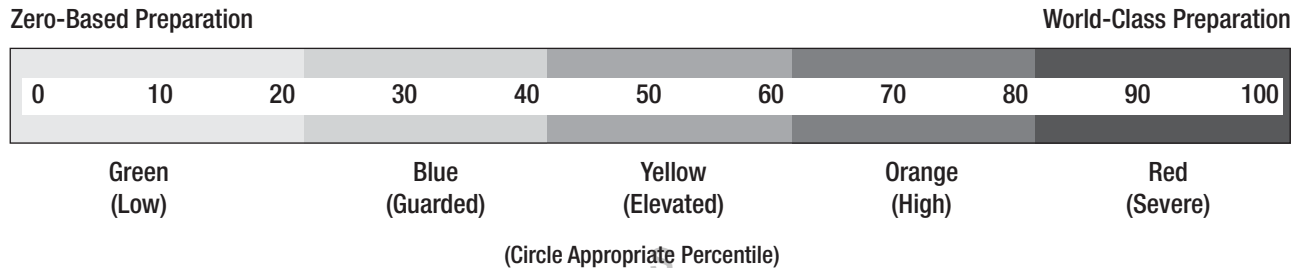
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5.1a(3) How does your organization achieve effective communication and skill sharing across work units, jobs, and locations regarding homeland security issues?

Interview notes:



Zero-Based Organization

- Organization has no process in place to ensure effective communication, cooperation, and knowledge/skill sharing among employees regarding homeland security.
- Homeland security knowledge/skill sharing among employees is not encouraged by the organization’s leadership.

World-Class Organization

- Organization requires all cross-functional teams to share their homeland security project results on the organization’s password-protected intranet.
- Organization promotes the use of e-mail and in-house workshops for employees to communicate and share homeland security knowledge and skills organization-wide.

- Approach
 Deployment
 Learning
 Integration

5.1a(3) Organization achieves effective communication and skill sharing across work units, jobs, and locations regarding homeland security issues.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

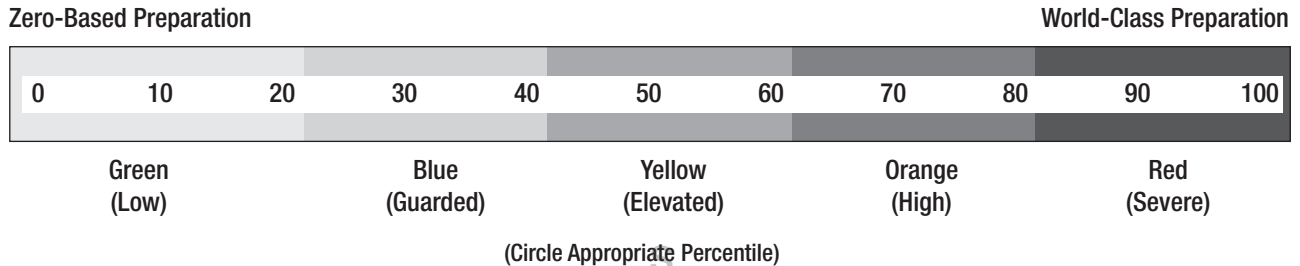
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

5.1b How does your organization’s employee performance management system, including feedback from employees, support homeland security initiatives within the organization?

Interview notes:



Zero-Based Organization

- Organization’s management system does not support or promote addressing homeland security issues among employees.
- Organization allows only senior management to be involved with and support homeland security initiatives.

World-Class Organization

- Organization groups employees into cross-functional teams to promote homeland security awareness among employees. Each team collects data that may be used to gauge performance results of homeland security initiatives.
- Organization’s performance management system supports and recognizes employee involvement and support for its homeland security efforts.



Approach



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Integration

5.1b Organization’s employee performance management system supports homeland security initiatives within the organization.

+ Strengths

- 1.
- 2.
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– Opportunities for Improvement

- 1.
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Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

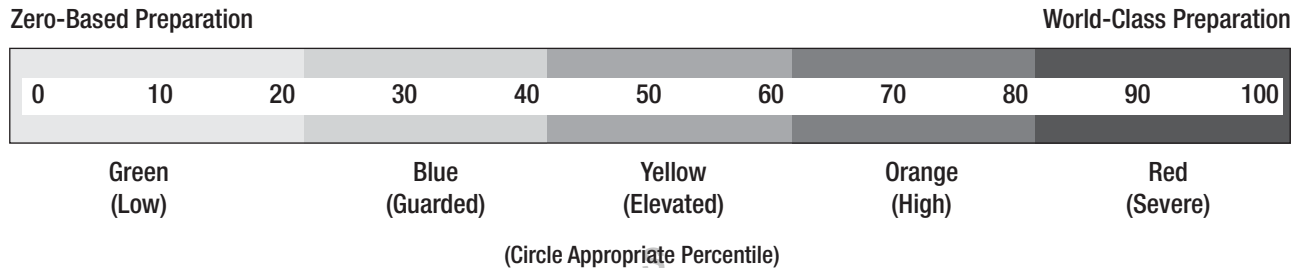
Long Term (2 years or more)

- 1.
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M I T H , P A U L A

5.1c(1) How does your organization identify characteristics and skills, needed by potential employees, that safeguard homeland security within the organization?

Interview notes:



Zero-Based Organization

- Organization has no process in place to identify characteristics and skills needed by potential employees and has no concern for identifying characteristics and skills they need to ensure a safe work environment and promote homeland security.
- Organization has no concern for identifying characteristics and skills of potential employees who may breach homeland security.

World-Class Organization

- Organization has in place a documented list of characteristics and skills required of potential employees. Organization has aligned identified security threat characteristics of potential employees obtained from benchmark findings of several agencies to ensure a safe work environment and to promote homeland security.
- Organization uses a list of characteristics and skills, secured from federal agencies, to help identify potential employees who may pose a security risk to the organization.

- Approach
 Deployment
 Learning
 Integration

5.1c(1) Organization identifies characteristics and skills needed by potential employees that safeguard homeland security within the organization.

+ Strengths

- 1.
- 2.
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- Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

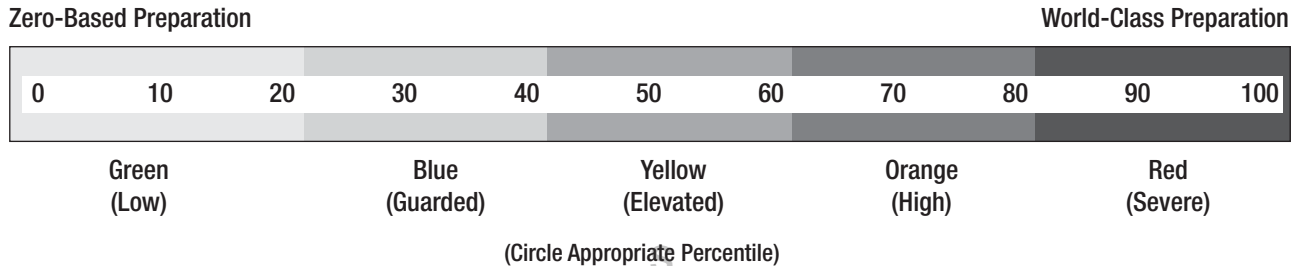
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5.1c(2) How does your organization recruit, hire, and retain new employees and ensure a safe work environment for homeland security within the organization?

Interview notes:



Zero-Based Organization

- Organization has no consistent homeland security policies or procedures that address recruiting, hiring, and retaining new employees.
- Organization has not addressed homeland security issues for potential and newly hired employees.

World-Class Organization

- Organization has documented procedures in place that address recruiting, hiring, and retaining new employees to ensure a safe work environment for homeland security.
- Organization has developed a homeland security orientation program for potential and newly hired employees that promotes workplace safety and security.



Approach



Deployment



Learning



Integration

5.1c(2) Organization recruits, hires, and retains new employees and ensures a safe work environment for homeland security within the organization.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

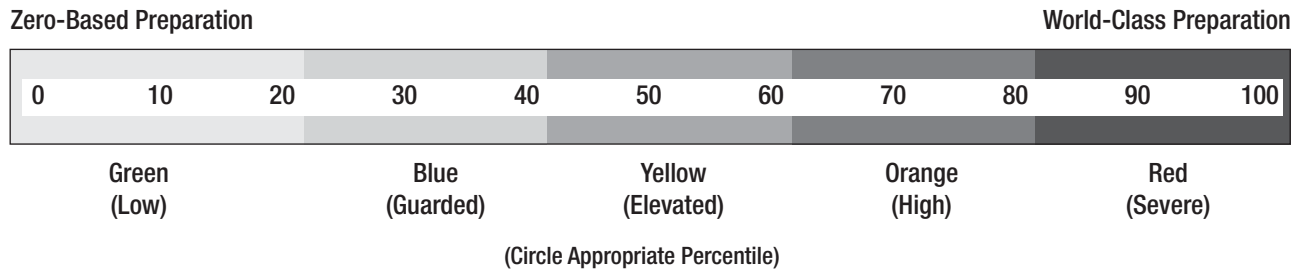
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5.1c(3) How does your organization accomplish effective succession planning for leadership and management and ensure that they promote a safe work environment for homeland security within the organization?

Interview notes:



Zero-Based Organization

- Organization does nothing to accomplish effective succession planning among senior staff and supervisory positions and to promote its support for homeland security initiatives.
- Organization has limited succession planning for senior leadership and supervisory positions and does not align homeland security issues with promotability.

World-Class Organization

- Organization manages career progression and succession planning of senior leadership and supervisory positions through a formal mentoring program and career development plan. Positions are rotated every two years to help build the career knowledge base among senior and supervisory staff and to promote support for homeland security issues within the organization.
- Organization’s succession planning for leadership and management positions is aligned with its involvement with homeland security initiatives throughout the organization.

- Approach
 Deployment
 Learning
 Integration

5.1c(3) Organization’s succession planning for leadership and management ensures that they will promote a safe work environment for homeland security within the organization.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

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5.2 Employee Learning and Motivation (25 pts.)

Process

Describe how your organization's employee education, training, and career development support the achievement of your overall objectives and contribute to high performance.

Describe how your organization's education, training, and career development build employee knowledge, skills, and capabilities.

AREAS TO ADDRESS

a. Employee Education, Training, and Development

- (1) How do employee education and training contribute to the achievement of your action plans? How do your employee education, training, and development address your key needs associated with organizational performance measurement, performance improvement, and technological change? How does your education and training approach balance short- and longer-term organizational objectives with employee needs for development, learning, and career progression?
- (2) How do employee education, training, and development address your key organizational needs associated with new employee orientation, diversity, ethical business practices, and management and leadership development? How do employee education, training, and development address your key organizational needs associated with employee, workplace, and environmental safety?
- (3) How do you seek and use input from employees and their supervisors and managers on education and training needs? How do you incorporate your organizational learning and knowledge assets into your education and training?
- (4) How do you deliver education and training? How do you seek and use input from employees and their supervisors and managers on options for the delivery of education and training? How do you use both formal and informal delivery approaches, including mentoring and other approaches, as appropriate?
- (5) How do you reinforce the use of new knowledge and skills on the job?
- (6) How do you evaluate the effectiveness of education and training, taking into account individual and organizational performance?

b. Motivation and Career Development

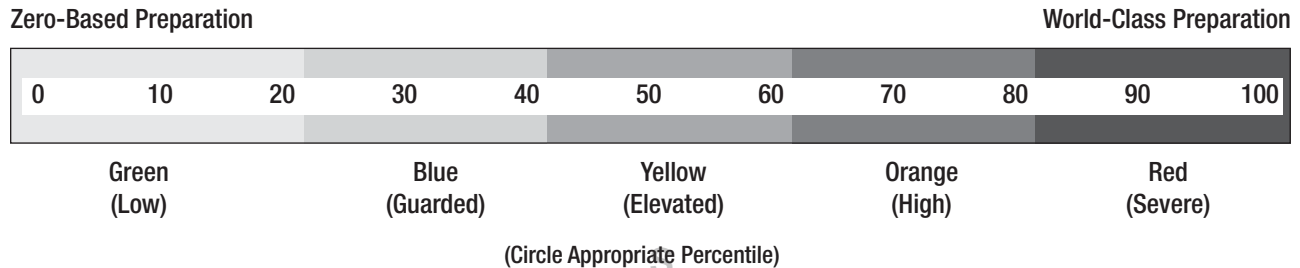
How do you motivate employees to develop and use their full potential? How does your organization use formal and informal mechanisms to help employees attain job- and career-related development and learning objectives? How do managers and supervisors help employees attain job- and career-related development and learning objectives?

5.2 Percent
Score

Approach Deployment Learning Integration

5.2a(1) How do your organization’s employee education and training contribute to the achievement of a safe work environment and the accomplishment of homeland security action plans?

Interview notes:



Zero-Based Organization

- Organization’s education and training do not support key homeland security strategic goals.
- Organization has limited training that contributes to the achievement of a safe work environment and helps accomplish homeland security action plans.

World-Class Organization

- Organization’s employee training and development needs are integrated with its short- and long-term homeland security strategic plans and goals.
- Organization’s employee workshops and training programs address topics that support its key strategic homeland security goals and action plans.

- Approach Deployment Learning Integration

5.2a(1) Organization’s employee education and training contribute to the achievement of a safe work environment and the accomplishment of homeland security action plans.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

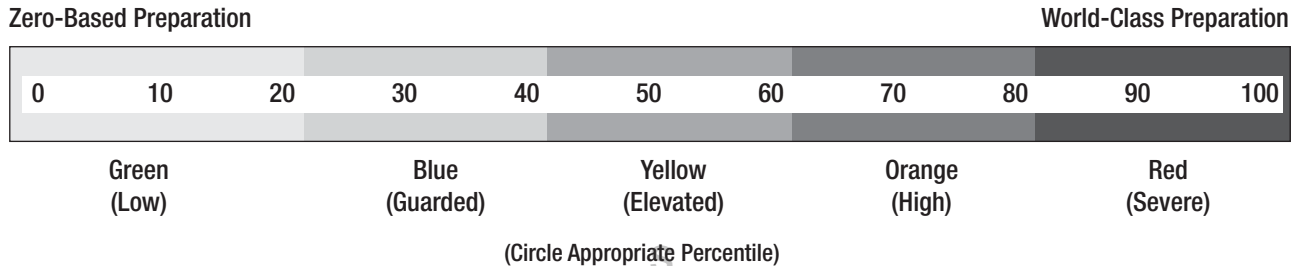
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

5.2a(2) How do your organization’s education, training, and development address key homeland security needs associated with new employee orientation, training and development, and workplace and environmental safety?

Interview notes:



Zero-Based Organization

- Organization conducts very little homeland security training for employees and has no formal training design in place.
- Organization conducts on-the-job training (OJT) for homeland security as needed. No systematic design process is in place for employees that supports overall homeland security needs and objectives.

World-Class Organization

- Organization has a curriculum development team in place that is made up of selected employees and various stakeholders to design and evaluate education and training to support overall homeland security needs and objectives.
- Organization identifies and has a design methodology in place to deploy on-the-job training (OJT) supporting its homeland security goals and objectives.

- Approach
 Deployment
 Learning
 Integration

5.2a(2) Organization’s education, training, and development address key homeland security needs associated with new employee orientation, training and development, and workplace and environmental safety.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

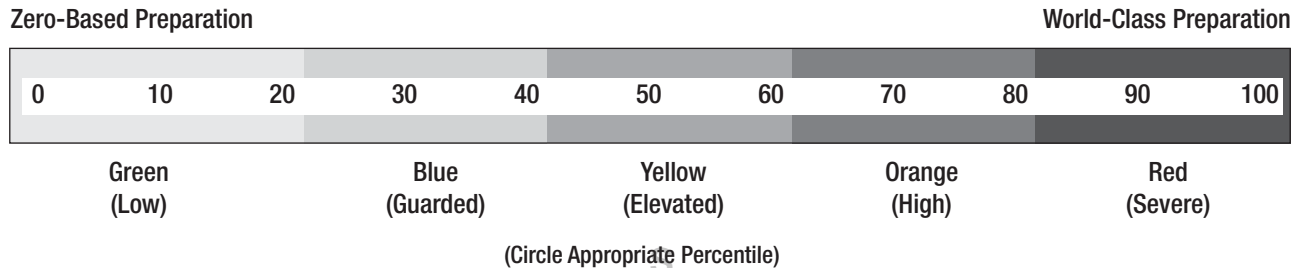
- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

5.2a(3) How does your organization seek and use input from employees and their supervisors and managers on homeland security education and training needs?

Interview notes:



Zero-Based Organization

- Organization’s employees, senior leaders, and supervisors are not involved with contributing to the training and curriculum design for its homeland security efforts.
- A professional homeland security training group develops all training and education design without receiving input from senior leaders, supervisors, and employees.

World-Class Organization

- Organization involves employees, senior leaders, and supervisors in focus groups to identify homeland security training needs. Findings are used for curriculum design.
- Organization’s homeland security training and curriculum design involves representatives from employees, senior leadership, supervisory staff, key suppliers, partners, and customers.

- Approach Deployment Learning Integration

5.2a(3) Organization seeks and uses input from employees and their supervisors and managers on homeland security education and training needs.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

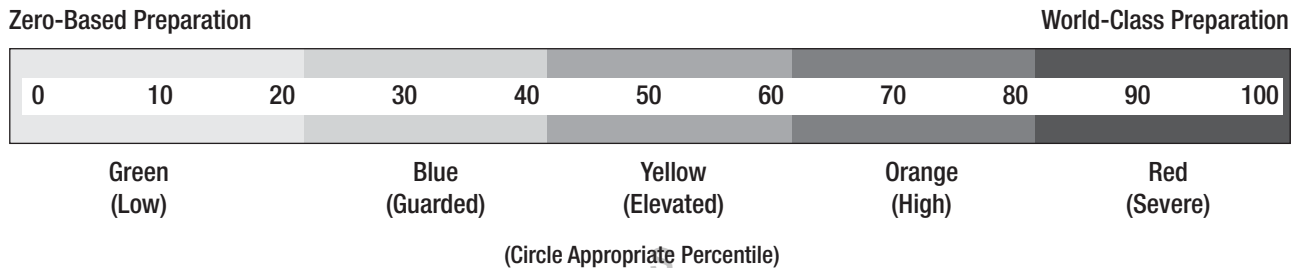
- 1.
- 2.

M I T H , P A U L A

1 0 0 8 T S

5.2a(4) How does your organization deliver homeland security education and training?

Interview notes:



Zero-Based Organization

- Organization has not identified a consistent delivery method for its homeland security education and training and does not gauge delivery method results.
- Organization is not concerned with how education and training are delivered.

World-Class Organization

- Organization delivers homeland security training and education through classrooms, on-the-job, computer-based, and distance learning.
- Organization has a formal mentoring process in place to train new employees and to reinforce existing training initiatives on its homeland security issues.

Approach Deployment Learning Integration

5.2a(4) Organization delivers homeland security education and training.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

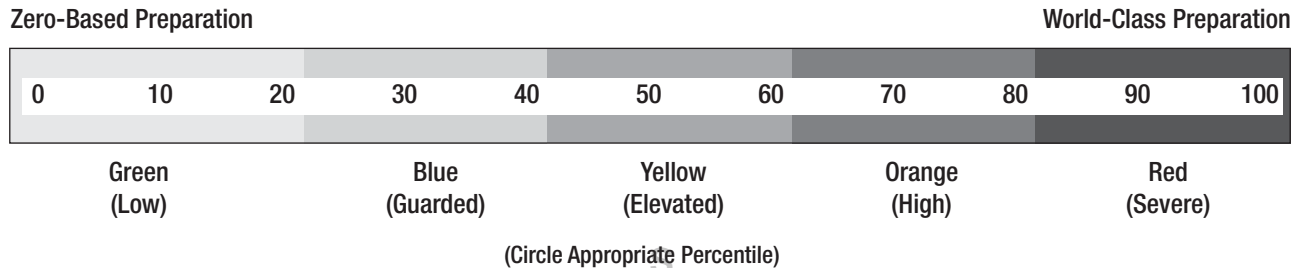
Long Term (2 years or more)

- 1.
- 2.

SUMMIT PARTNERS

5.2a(5) How does your organization reinforce the use of new homeland security knowledge and skills on the job?

Interview notes:



Zero-Based Organization

- Organization has no process in place to ensure that homeland security knowledge and skills received by employees in training sessions has on-the-job application.
- Organization is not concerned about on-the-job application of new homeland security knowledge received by employees.

World-Class Organization

- Organization has an evaluation process in place to ensure that new homeland security knowledge received by employees in training sessions has on-the-job application.
- In the organization’s monthly newsletter, senior leadership recognizes employees who apply new homeland security knowledge and skills received through training on the job.

- Approach
 Deployment
 Learning
 Integration

5.2a(5) Organization reinforces the use of new homeland security knowledge and skills on the job.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

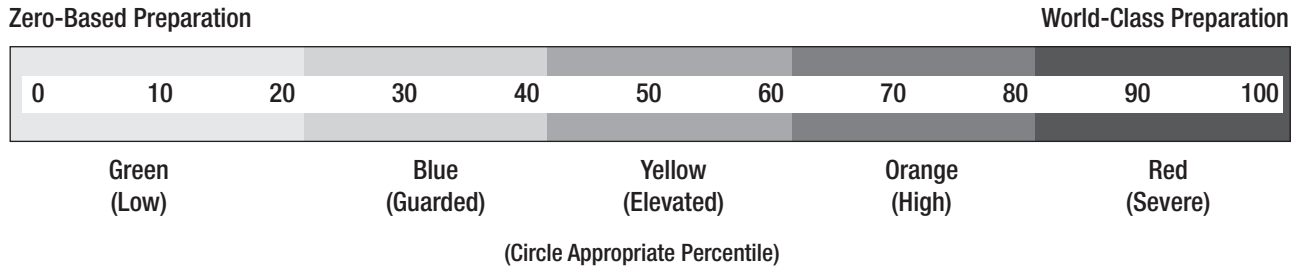
Long Term (2 years or more)

- 1.
- 2.

SUMMIT PAULS

5.2a(6) How does your organization evaluate the effectiveness of homeland security education and training?

Interview notes:



Zero-Based Organization

- Organization has no process in place to improve its education and training effectiveness for homeland security.
- Organization ensures that education and training is conducted for homeland security, but does not evaluate this training.

World-Class Organization

- Organization has a formal evaluation process for all homeland security training and education that is delivered. Each training session receives participant evaluation, and findings are used for curriculum improvement.
- Organization evaluates on-the-job application of all homeland security training and education delivered to employees. A team reviews all on-the-job applications and uses input to improve education and training.

Approach Deployment Learning Integration

5.2a(6) Organization evaluates the effectiveness of homeland security education and training.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

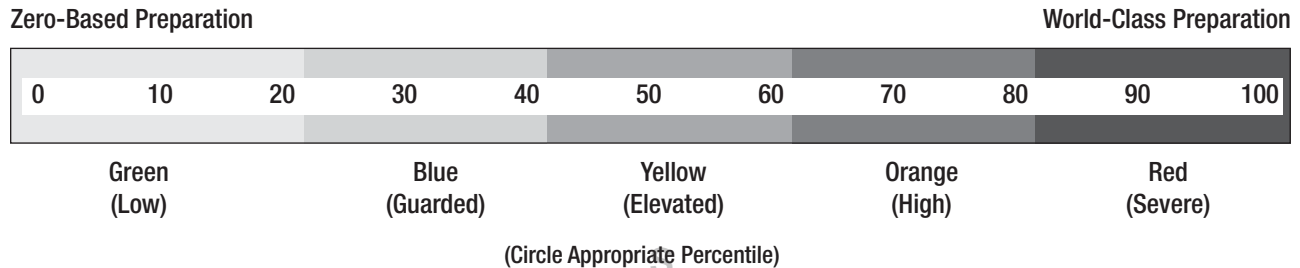
Long Term (2 years or more)

- 1.
- 2.

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5.2b How does your organization motivate employees to develop and use their full potential to ensure a safe and secure environment?

Interview notes:



Zero-Based Organization

- Organization has no processes in place to motivate employees to develop and use their full potential to ensure a safe and secure work environment.
- Organization has no concern for motivating employees to develop their knowledge and skills to ensure a safe and secure work environment.

World-Class Organization

- Organization has developed a leadership academy for homeland security to motivate employees to attain job- and career-related development and to use their full potential to ensure a safe and secure work environment.
- Organization has a formal recognition program in place that motivates and rewards employees to develop and use their full potential in ensuring a safe and secure work environment.

- Approach
 Deployment
 Learning
 Integration

5.2b Organization motivates employees to develop and use their full potential to ensure a safe and secure work environment.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

1 0 0 8 T S

5.3 Employee Well-Being and Satisfaction (25 pts.)

Process

Describe how your organization maintains a work environment and an employee support climate that contribute to the well-being, satisfaction, and motivation of all employees.

AREAS TO ADDRESS

a. Work Environment

- (1) How do you improve workplace health, safety, security, and ergonomics? How do employees take part in improving them? What are your performance measures or targets for each of these key workplace factors? What are the significant differences in workplace factors and performance measures or targets if different employee groups and work units have different work environments?
- (2) How do you ensure workplace preparedness for emergencies or disasters? How do you seek to ensure business continuity for the benefit of your employees and customers?

b. Employee Support and Satisfaction

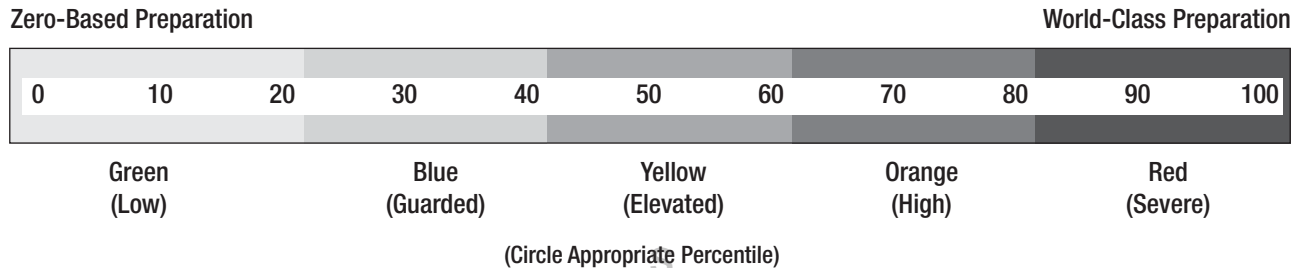
- (1) How do you determine the key factors that affect employee well-being, satisfaction, and motivation? How are these factors segmented for a diverse workforce and for different categories and types of employees?
- (2) How do you support your employees via services, benefits, and policies? How are these tailored to the needs of a diverse workforce and different categories and types of employees?
- (3) What formal and informal assessment methods and measures do you use to determine employee well-being, satisfaction, and motivation? How do these methods and measures differ across a diverse workforce and different categories and types of employees? How do you use other indicators, such as employee retention, absenteeism, grievances, safety, and productivity, to assess and improve employee well-being, satisfaction, and motivation?
- (4) How do you relate assessment findings to key business results to identify priorities for improving the work environment and employee support climate?

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5.3 Percent Score

5.3a(1) How does your organization improve workplace health, safety, and security through homeland security efforts and initiatives?

Interview notes:



Zero-Based Organization

- Organization does nothing to maintain a safe, secure, and healthful work environment.
- Organization’s leadership has no concern for maintaining an environment that is safe, secure, and healthful and that supports the well-being, satisfaction, and motivation of employees.

World-Class Organization

- Organization surveys employees to determine to what extent the work environment supports their safety and health. Findings are used to address areas of concern regarding homeland security.
- Organization provides counseling to employees regarding safety, security, and health issues that are related to homeland security.

- Approach
 Deployment
 Learning
 Integration

5.3a(1) Organization improves workplace health, safety, and security through its homeland security efforts and initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
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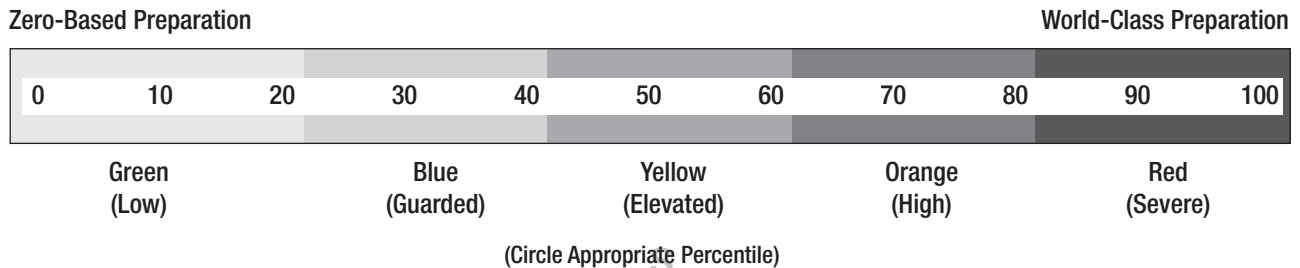
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A 1 0 0 8 T S

5.3a(2) How does your organization ensure workplace preparedness for homeland security emergencies or disasters?

Interview notes:



Zero-Based Organization

- Organization has no emergency and/or disaster plans in place for homeland security.
- Organization does not have documented procedures identified for workplace preparedness and homeland security.

World-Class Organization

- Organization has documented homeland security emergency and disaster plans in place and conducts periodic disaster drills for employees.
- Organization involves and trains employees and stakeholders in its workplace preparedness emergency and disaster plans for homeland security.

- Approach
 Deployment
 Learning
 Integration

5.3a(2) Organization ensures workplace preparedness for homeland security emergencies or disasters.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

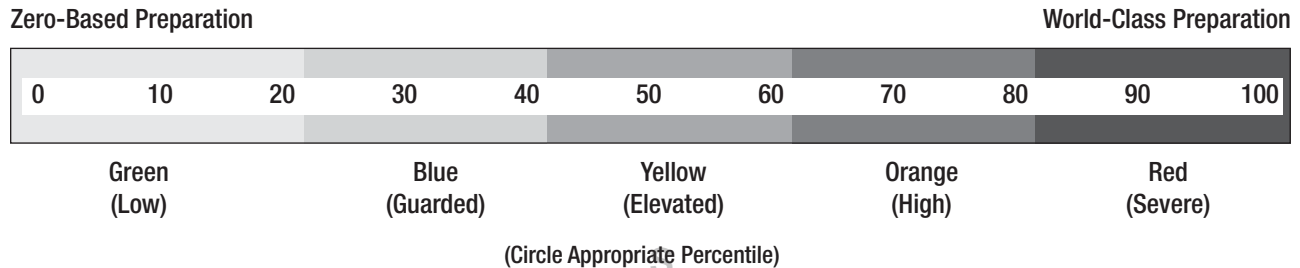
Long Term (2 years or more)

- 1.
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M I T H ' P A U L A

5.3b(1) How does your organization determine key homeland security factors that affect employee well-being, satisfaction, and motivation?

Interview notes:



Zero-Based Organization

- Organization has limited processes in place to holistically gauge key factors that affect employee well-being, satisfaction, and motivation regarding homeland security issues.
- Organization has no concern for determining key factors that affect the employee work environment and homeland security issues.

World-Class Organization

- Organization conducts an annual employee climate survey that segments the diverse workforce to determine key factors that affect employee well-being, satisfaction, and motivation regarding homeland security issues.
- Organization has a formal grievance procedure that is used to determine key factors affecting the employee work environment regarding homeland security issues.

- Approach
 Deployment
 Learning
 Integration

5.3b(1) Organization determines key homeland security factors that affect employee well-being, satisfaction, and motivation.

+ Strengths

- 1.
- 2.
- 3.

- Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

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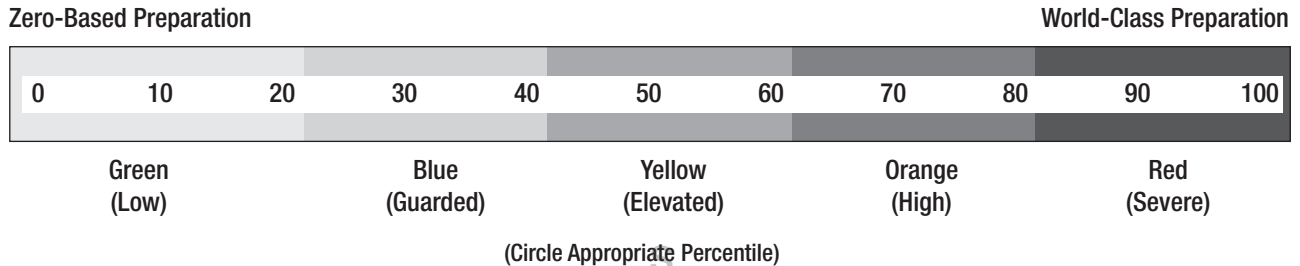
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A 1 0 0 8 T S

5.3b(2) How does your organization support employee homeland security efforts via services, benefits, and policies?

Interview notes:



Zero-Based Organization

- Organization offers very limited special services for employees who support its homeland security efforts.
- Organization does not provide services, benefits, and policies for employees to support homeland security efforts.

World-Class Organization

- Organization provides special services and benefits for employees who support its homeland security efforts (e.g., off-site homeland security seminars, benchmarking tours, etc.).
- Organization’s focus groups are conducted quarterly to discuss and identify special services and benefits that would aid employee well-being and satisfaction regarding homeland security issues.

- Approach
 Deployment
 Learning
 Integration

5.3b(2) Organization supports employee homeland security efforts via services, benefits, and policies.

+ Strengths

- 1.
- 2.
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– Opportunities for Improvement

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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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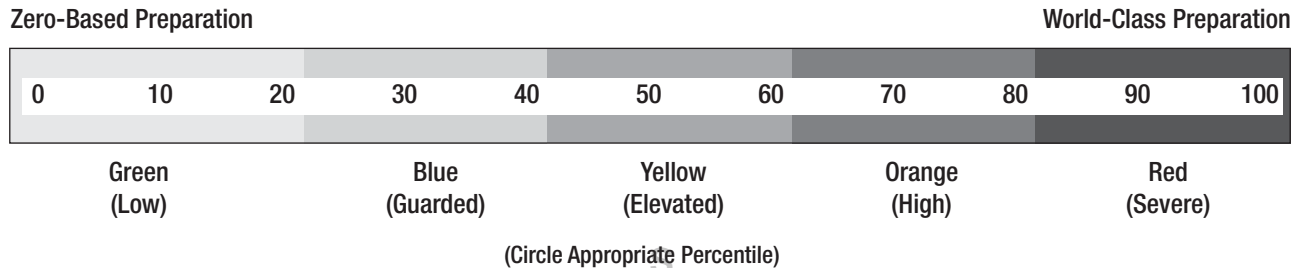
Long Term (2 years or more)

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5.3b(3) What are your organization’s formal and informal assessment methods and measures to determine employee well-being, satisfaction, and motivation regarding the organization’s homeland security efforts and initiatives?

Interview notes:



Zero-Based Organization

- Organization conducts no employee surveys or focus groups to determine well-being and satisfaction among employees regarding the organization’s homeland security initiatives.
- Organization’s senior leaders are unaware of employee morale issues and have no process in place to gauge their well-being and satisfaction with homeland security initiatives.

World-Class Organization

- Organization conducts an annual employee survey to determine employees’ well-being and satisfaction with homeland security issues.
- Organization conducts employee focus groups to gauge their satisfaction and well-being with regard to homeland security initiatives within the organization.

- Approach
 Deployment
 Learning
 Integration

5.3b(3) Organization’s formal and informal assessment methods and measures to determine employee well-being, satisfaction, and motivation regarding homeland security efforts and initiatives.

+ Strengths

- 1.
- 2.
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– Opportunities for Improvement

- 1.
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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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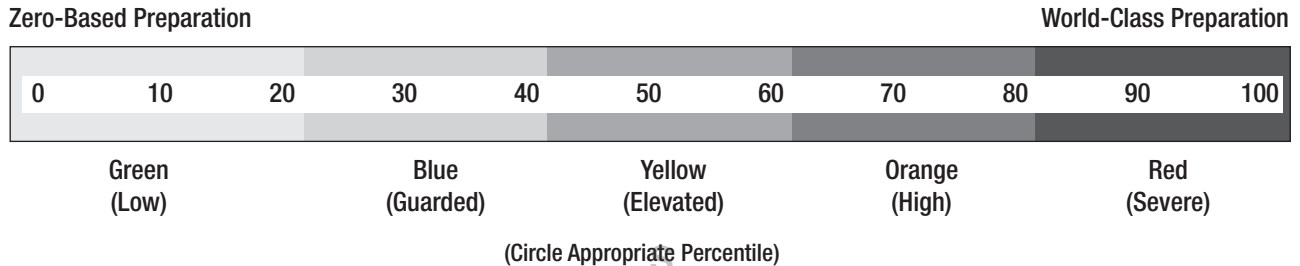
Long Term (2 years or more)

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5.3b(4) How does your organization relate assessment findings to key homeland security results and use findings to identify priorities for improvement in the work environment?

Interview notes:



Zero-Based Organization

- Organization’s employee homeland security satisfaction and well-being data are not considered within the organization’s strategic planning process.
- Organization makes no benchmark comparisons of employee satisfaction with homeland security initiatives against comparable organization’s results.

World-Class Organization

- Organization’s employee satisfaction and morale survey data is integrated into its planning process and findings used to identify priorities for homeland security issues.
- Organization uses its annual employee satisfaction results to identify work environment safety and security improvement priorities that support its homeland security plans and goals.

- Approach Deployment Learning Integration

5.3b(4) Organization relates assessment findings to key homeland security results and uses findings to identify priorities for improvement in the work environment.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

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8 Category 6 Process Management

6 Process Management (85 pts.)¹⁵

The Process Management Category examines the key aspects of your organization's process management for homeland security initiatives, including key product, service, and business processes for creating customer and organizational value and key support processes. This category encompasses all key processes and all work units that address homeland security issues.

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Forms can be downloaded from the CD-ROM located inside the back cover of this book.

6.1 Value Creation Processes (50 pts.)

Process

Describe how your organization identifies and manages its key processes for creating customer value and achieving business success and growth.

AREAS TO ADDRESS

a. Value Creation Processes

- (1) How does your organization determine its key value creation processes? What are your organization's key product, service, and business processes for creating or adding value? How do these processes create value for the organization, your customers, and your other key stakeholders? How do they contribute to profitability and business success?
- (2) How do you determine key value creation process requirements, incorporating input from customers, suppliers, and partners, as appropriate? What are the key requirements for these processes?
- (3) How do you design these processes to meet all the key requirements? How do you incorporate new technology and organizational knowledge into the design of these processes? How do you incorporate cycle time, productivity, cost control, and other efficiency and effectiveness factors into the design of these processes? How do you implement these processes to ensure they meet design requirements?
- (4) What are your key performance measures or indicators used for the control and improvement of your value creation processes? How does your day-to-day operation of these processes ensure meeting key process requirements? How are in-process measures used in managing these processes? How is customer, supplier, and partner input used in managing these processes, as appropriate?
- (5) How do you minimize overall costs associated with inspections, tests, and process or performance audits, as appropriate? How do you prevent defects and rework and minimize warranty costs, as appropriate?
- (6) How do you improve your value creation processes to achieve better performance, to reduce variability, to improve products and services, and to keep the processes current with business needs and directions? How are improvements shared with other organizational units and processes?

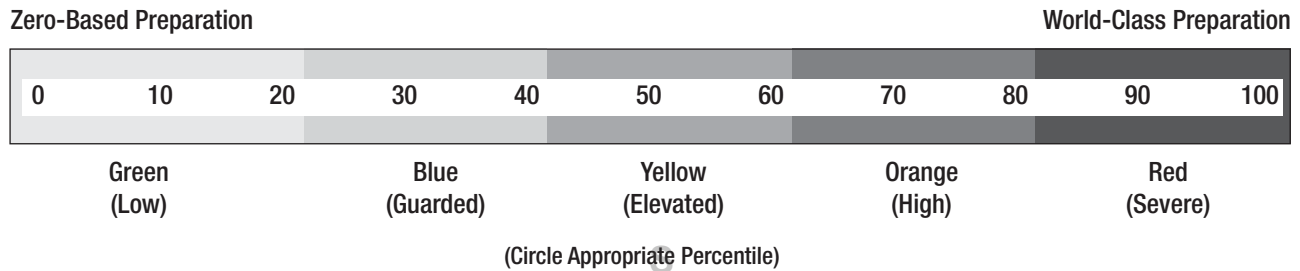
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6.1 Percent
Score

Approach Deployment Learning Integration

6.1a(1) How does your organization determine its key homeland security value creation processes (i.e., processes that are most critical to running and safeguarding your business) that enhance homeland security?

Interview notes:



Zero-Based Organization

- Organization has no design of new programs and services for homeland security based on input regarding value-creation processes.
- Organization has no process in place to ensure that homeland security programs and offerings are designed to reflect stakeholder input and focus on value-creation processes.

World-Class Organization

- Organization’s surveys are used to determine key homeland security processes. Processes are flowcharted and designed to address the most critical security issues for the organization.
- Employees at all levels are updated and asked to review all new initiatives to ensure that they address critical security issues and focus on key value creation processes for homeland security.

- Approach Deployment Learning Integration

6.1a(1) Organization determines its key value creation processes that enhance homeland security.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

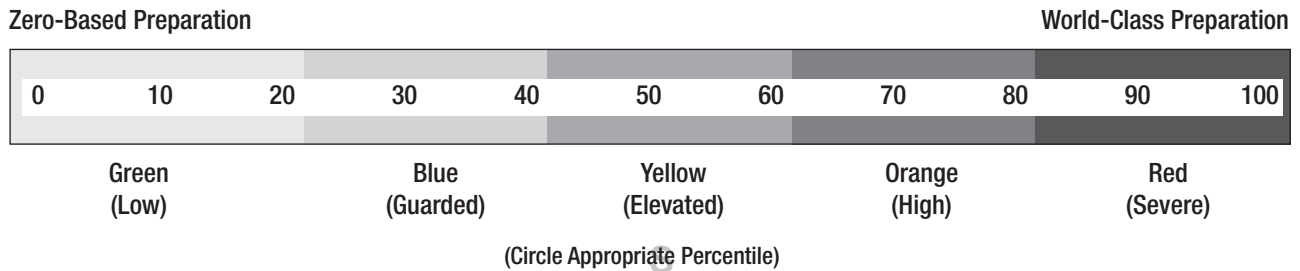
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

6.1a(2) How does your organization determine key value creation process requirements, incorporating customer, supplier, and partner input for critical homeland security processes?

Interview notes:



Zero-Based Organization

- Organization does not use a systematic approach to evaluate and improve key homeland security value creation processes.
- Organization does not include stakeholders to help determine key homeland security value creation processes.

World-Class Organization

- Organization has a structured evaluation process to ensure that key value creation processes for homeland security requirements are identified and flowcharted and involve all stakeholder groups.
- Organization incorporates a simple flowchart of key homeland security processes and includes key customers, suppliers, and partners to identify key value creation processes.



Approach



Deployment



Learning



Integration

6.1a(2) Organization determines key value creation process requirements, incorporating customer, supplier, and partner input for critical homeland security processes.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

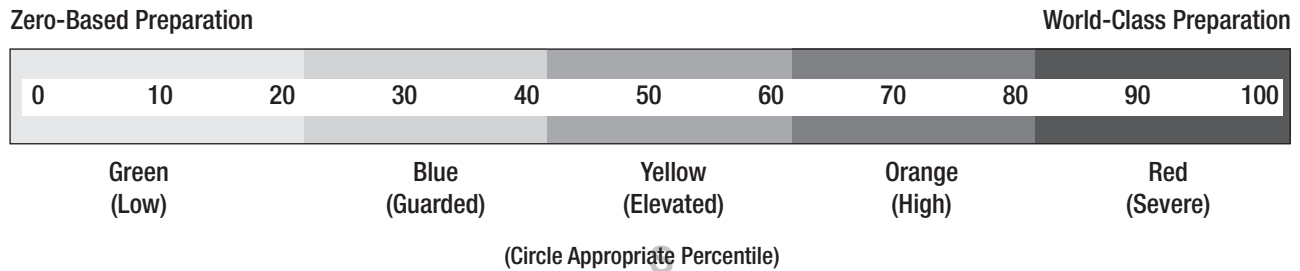
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

6.1a(3) How does your organization design critical homeland security processes to meet all key requirements?

Interview notes:



Zero-Based Organization

- Organization has no quality control for homeland security processes that have been designed to ensure a safe work environment.
- Organization does not consider stakeholders and their requirements when designing key processes for homeland security.

World-Class Organization

- Organization conducts assessments to ensure that critical homeland security processes meet design requirements and incorporate cycle time and other efficiency and effectiveness factors into the design of the processes.
- Organization’s homeland security program designs are reviewed by cross-functional employee and stakeholder teams to ensure that design requirements are being met.

- Approach
 Deployment
 Learning
 Integration

6.1a(3) Organization designs critical homeland security processes to meet all key requirements.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

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- 2.

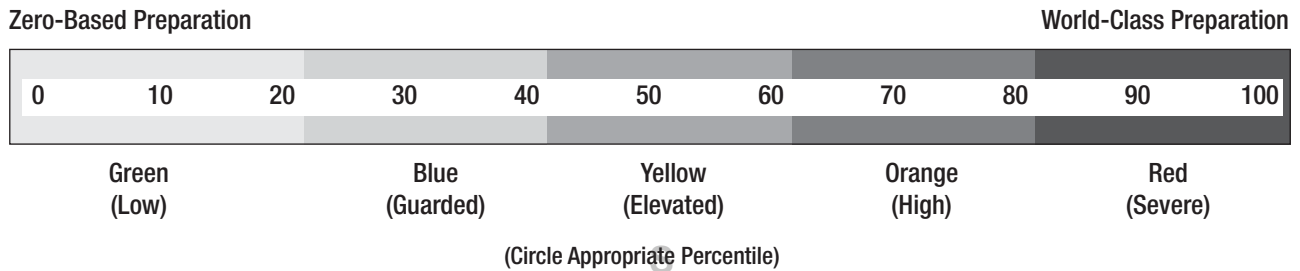
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

6.1a(4) How does your organization use key performance measures or indicators for critical homeland security processes to control and improve your value creation processes?

Interview notes:



Zero-Based Organization

- Organization has no indicators in place to gauge out-of-control processes for key homeland security processes.
- Organization’s value creation process design is not reviewed to determine if program and service offerings meet design requirements of homeland security for the organization.

World-Class Organization

- Organization has set up Service Quality Indicators (SQIs) for critical homeland security processes and uses them for control and improvement of its value creation processes.
- Organization has received input and agreement from key stakeholders when developing its performance measures for key homeland security processes. The indicators ensure that all key process requirements are met on a daily basis.



Approach



Deployment



Learning



Integration

6.1a(4) Organization uses key performance measures or indicators for critical homeland security processes to control and improve value creation processes.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

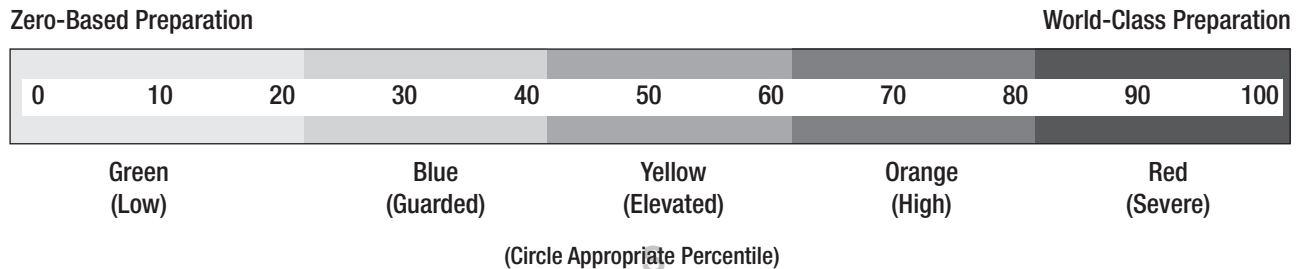
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

6.1a(5) How does your organization minimize overall costs associated with homeland security inspections, tests, and process or performance audits?

Interview notes:



Zero-Based Organization

- Organization has no process in place to minimize overall costs associated with homeland security inspections, tests, and process or performance audits.
- Organization occasionally uses in-house self-assessment teams to conduct homeland security audits to minimize costs. Organization does not always consider costs when assessing homeland security initiatives.

World-Class Organization

- Organization uses in-house cross-functional employee teams to conduct homeland security inspections, tests, and process audits to minimize overall costs.
- Organization minimizes overall costs associated with conducting homeland security audits by using a self-assessment process that is conducted by outside stakeholder teams.

- Approach
 Deployment
 Learning
 Integration

6.1a(5) Organization minimizes overall costs associated with homeland security inspections, tests, and process or performance audits.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

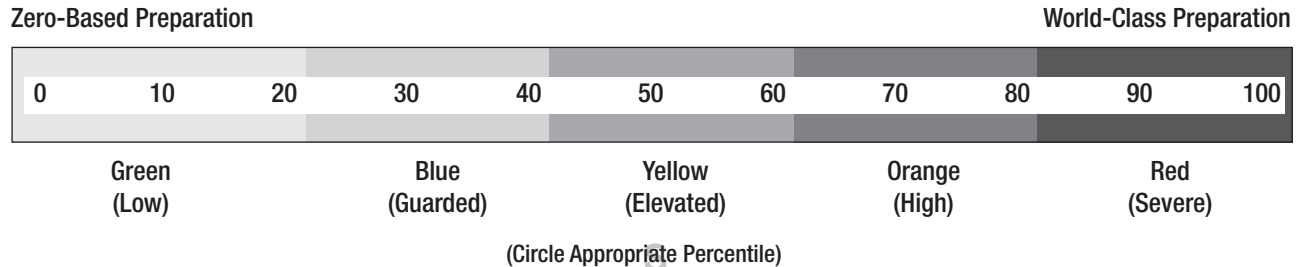
Long Term (2 years or more)

- 1.
- 2.

M I T H ' P A U L A

6.1a(6) How does your organization improve its value creation processes for homeland security to achieve better performance, to reduce variability, to improve product/service delivery, and to keep processes current with overall homeland security needs and directions?

Interview notes:



Zero-Based Organization

- Organization does not have a systematic approach to evaluate and improve key homeland security processes within the organization.
- Organization does not evaluate its key homeland security initiatives to ensure better performance, to reduce variability, and to ensure overall effectiveness.

World-Class Organization

- Organization has a structured evaluation process to ensure that all value creation processes for homeland security meet design requirements, achieve better performance, and reduce variability.
- Organization conducts pilot tests on all key homeland security initiatives to ensure better performance, to reduce variability, and to improve all key processes.

Approach Deployment Learning Integration

6.1a(6) Organization improves value creation processes for homeland security to achieve better performance, to reduce variability, to improve product/service delivery, and to keep processes current with overall homeland security needs and directions.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
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Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H ' P A U L A

6.2 Support Processes (35 pts.)

Process

Describe how your organization manages its key processes that support your value creation processes.

AREAS TO ADDRESS

a. Support Processes

- (1) How does your organization determine its key support processes? What are your key processes for supporting your value creation processes?
- (2) How do you determine key support process requirements, incorporating input from internal and external customers and from suppliers and partners, as appropriate? What are the key requirements for these processes?
- (3) How do you design these processes to meet all the key requirements? How do you incorporate new technology and organizational knowledge into the design of these processes? How do you incorporate cycle time, productivity, cost control, and other efficiency and effectiveness factors into the design of the processes? How do you implement these processes to ensure they meet design requirements?
- (4) What are your key performance measures or indicators used for the control and improvement of your support processes? How does your day-to-day operation of key support processes ensure meeting key performance requirements? How are in-process measures used in managing these processes? How is customer, supplier, and partner input used in managing these processes, as appropriate?
- (5) How do you minimize overall costs associated with inspections, tests, and process or performance audits, as appropriate? How do you prevent defects and rework?
- (6) How do you improve your support processes to achieve better performance, to reduce variability, and to keep the processes current with business needs and directions? How are improvements shared with other organizational units and processes?

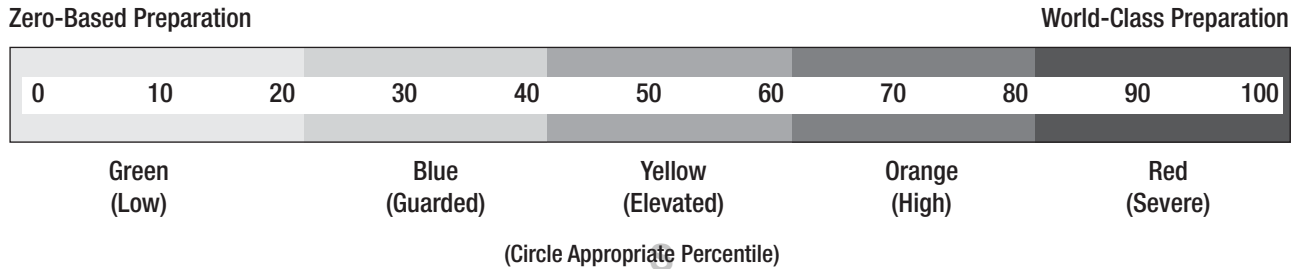
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6.2 Percent
Score

Approach Deployment Learning Integration

6.2a(1) How does your organization determine its key processes that support homeland security?

Interview notes:



Zero-Based Organization

- Organization does not seek input from stakeholders to determine key processes that support homeland security.
- Organization determines key processes that support homeland security without input from employees and stakeholder groups.

World-Class Organization

- Organization determines its critical processes that support homeland security initiatives based on focus group input from key stakeholder groups.
- Organization surveys employees, suppliers, customers, and partners annually to determine key processes that support homeland security.

- Approach
 Deployment
 Learning
 Integration

6.2a(1) Organization determines its key processes that support homeland security.

+ Strengths

- 1.
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– Opportunities for Improvement

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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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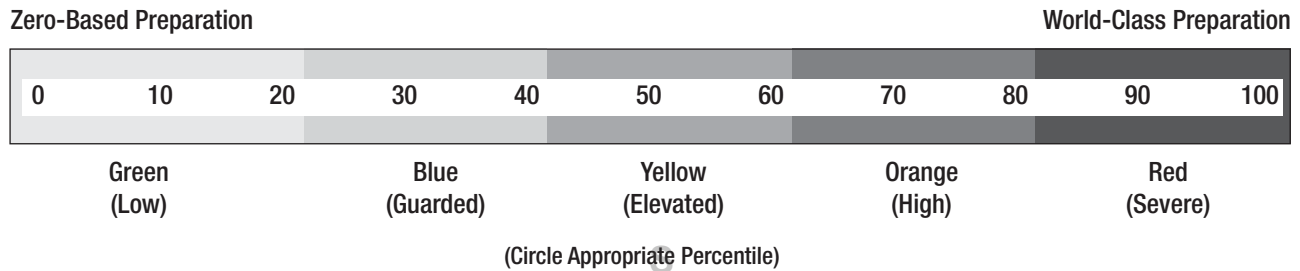
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

6.2a(2) How does your organization determine key support process requirements for homeland security, incorporating input from employees, suppliers, partners, and customers?

Interview notes:



Zero-Based Organization

- Organization has no formal design and implementation methodology to determine key support requirements for homeland security processes.
- Organization does not address key support requirements for homeland security processes.

World-Class Organization

- Organization determines key support process requirements for homeland security by using focus group data from key stakeholders.
- Organization’s design and implementation plans for key support requirements for homeland security processes involve a cross-section of key stakeholders that make up a design team. The team provides input for the design, implementation, and evaluation.

- Approach Deployment Learning Integration

6.2a(2) Organization determines key support process requirements for homeland security, incorporating input from employees, suppliers, partners, and customers.

+ Strengths

- 1.
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– Opportunities for Improvement

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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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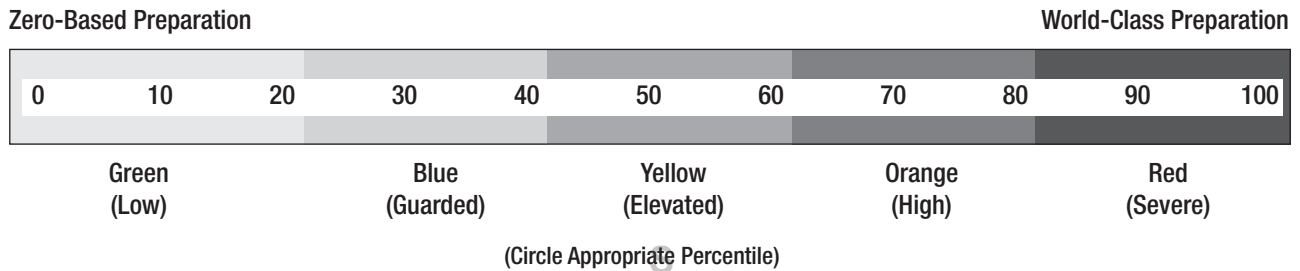
Long Term (2 years or more)

- 1.
- 2.

M I T H PAUL A

6.2a(3) How does your organization design support processes to meet all key homeland security process requirements?

Interview notes:



Zero-Based Organization

- Organization is not concerned with whether support processes meet key homeland security process requirements.
- Organization has no process in place to ensure that support processes meet key homeland security requirements.

World-Class Organization

- Organization conducts a formal assessment annually of key homeland security support processes to ensure that all design requirements are being met.
- Organization interviews a select number of key stakeholders quarterly to gauge the extent that support processes meet all homeland security requirements.

- Approach
 Deployment
 Learning
 Integration

6.2a(3) Organization designs support processes to meet all key homeland security process requirements.

+ Strengths

- 1.
- 2.
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– Opportunities for Improvement

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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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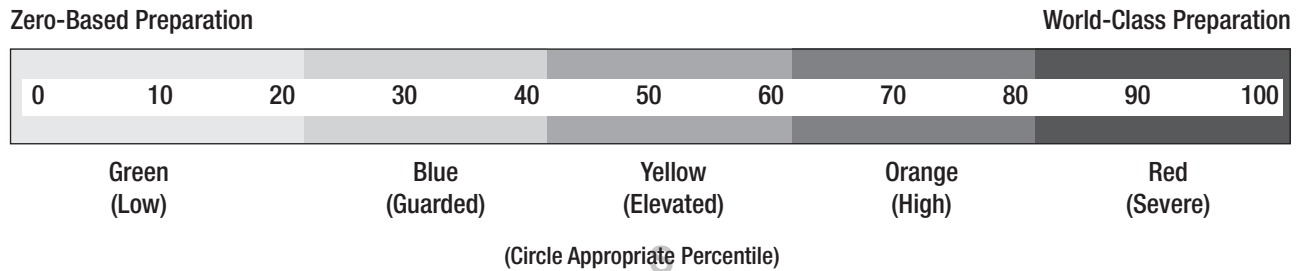
Long Term (2 years or more)

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M I T H , P A U L A

6.2a(4) How does your organization use key performance measures or indicators to control and improve your homeland security support processes?

Interview notes:



Zero-Based Organization

- Organization has no key performance measures or indicators to control and/or improve homeland security support processes.
- Organization does not compare or benchmark other organizations' key performance measures or indicators for support processes to ensure the use of best practices.

World-Class Organization

- Organization has developed a security scoreboard to control and improve homeland security support processes.
- Organization conducts biannual assessments to measure the extent homeland security support processes are in control against the design of the process. Findings are used to improve the process.

- Approach
 Deployment
 Learning
 Integration

6.2a(4) Organization uses key performance measures or indicators to control and improve homeland security support processes.

+ Strengths

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- Opportunities for Improvement

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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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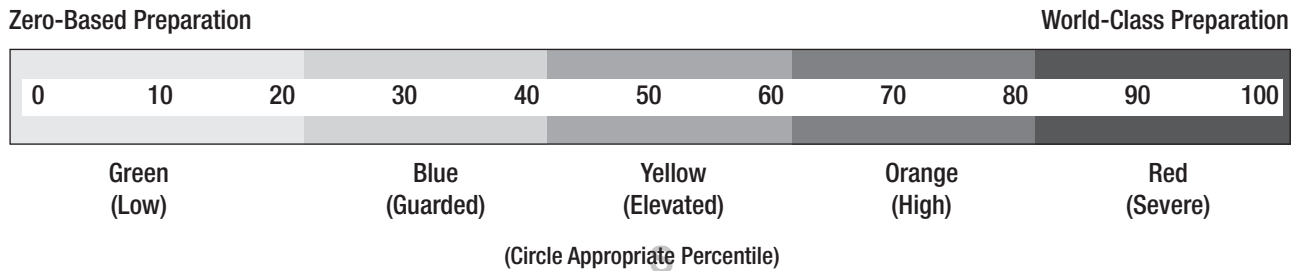
Long Term (2 years or more)

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6.2a(5) How does your organization minimize overall costs associated with inspections, tests, and homeland security support process audits?

Interview notes:



Zero-Based Organization

- Organization has no process in place to minimize costs associated with inspections, tests, and homeland security support process audits.
- Organization never considers reviewing costs associated with homeland security support process audits.

World-Class Organization

- Organization has trained an internal audit team to conduct annual self-assessments of key homeland security support processes to minimize costs.
- Organization uses select employees and stakeholders to audit homeland security support processes to save inspection costs.



Approach



Deployment



Learning



Integration

6.2a(5) Organization minimizes overall cost associated with inspections, tests, and homeland security support process audits.

+ Strengths

- 1.
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– Opportunities for Improvement

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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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Long Term (2 years or more)

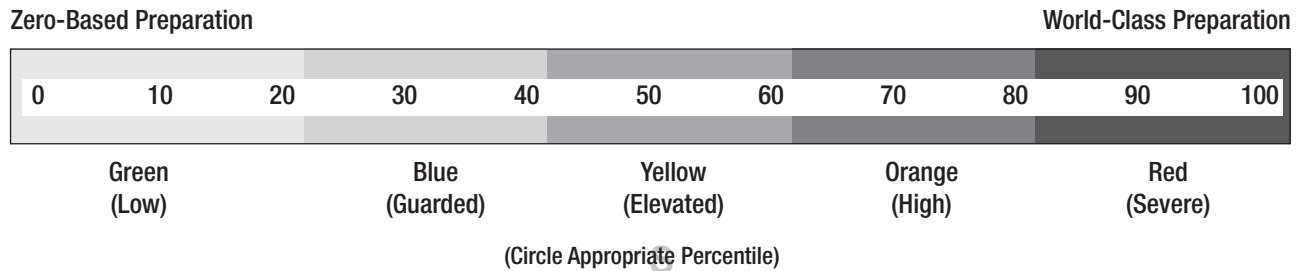
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6.2a(6) How does your organization improve homeland security support processes to achieve better performance, reduce variability, and keep processes current with overall homeland security needs and directions?

Interview notes:



Zero-Based Organization

- Organization does not consistently review key homeland security support processes to reduce variability and to keep them current with homeland security goals and plans.
- Organization has no concern for improving key homeland security support processes.

World-Class Organization

- Organization achieves better performance and reduces variability by documenting best practices of all key homeland security support processes and assigning cycle times.
- Organization conducts analysis of key homeland security support processes and reengineers the processes after benchmarking best practices to ensure reduced variability and to keep current with the organization’s goals and plans.

- Approach Deployment Learning Integration

6.2a(6) Organization improves homeland security support processes to achieve better performance, reduce variability, and keep processes current with overall homeland security needs and directions.

+ Strengths

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- 2.
- 3.

– Opportunities for Improvement

- 1.
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Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
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9 Category 7 Business Results

7 Business Results (450 pts.)¹⁶

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

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Forms can be downloaded from the CD-ROM located inside the back cover of this book.

7.1 Customer-Focused Results (75 pts.)

Results

Summarize your organization's key customer-focused results, including customer satisfaction and customer-perceived value. Segment your results by customer groups and market segments, as appropriate. Include appropriate comparative data.

AREAS TO ADDRESS
<p>a. Customer-Focused Results</p> <p>(1) What are your current levels and trends in key measures or indicators of customer satisfaction and dissatisfaction? How do these compare with competitors' levels of customer satisfaction?</p> <p>(2) What are your current levels and trends in key measures or indicators of customer-perceived value, including customer loyalty and retention, positive referral, and other aspects of building relationships with customers, as appropriate?</p>

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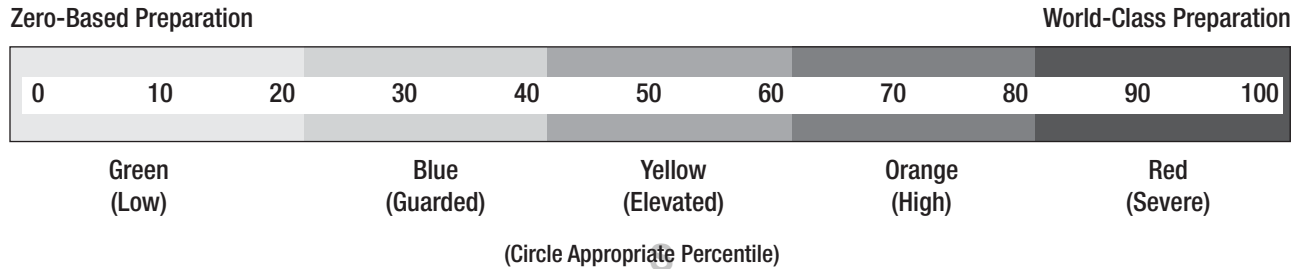
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7.1 Percent Score

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.1a(1) What are your organization’s current levels and trends in customer satisfaction and dissatisfaction with your organization’s homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization does not trend customer satisfaction and dissatisfaction data to gauge customer concerns regarding the organization’s homeland security initiatives.
- Organization does not collect satisfaction/dissatisfaction data from customers regarding homeland security issues.

World-Class Organization

- Organization collects and trends satisfaction and dissatisfaction data to gauge its customers’ ongoing satisfaction with homeland security initiatives that involve customers and customer groups.
- Organization uses customer satisfaction/dissatisfaction trend data to improve its homeland security initiatives that involve customers.

- Performance Levels Trends Comparisons Linkage Gap

7.1a(1) Organization’s current levels and trends of customer satisfaction and dissatisfaction with its homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
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Homeland Security Planning Issues:

Short Term (1 to 2 years)

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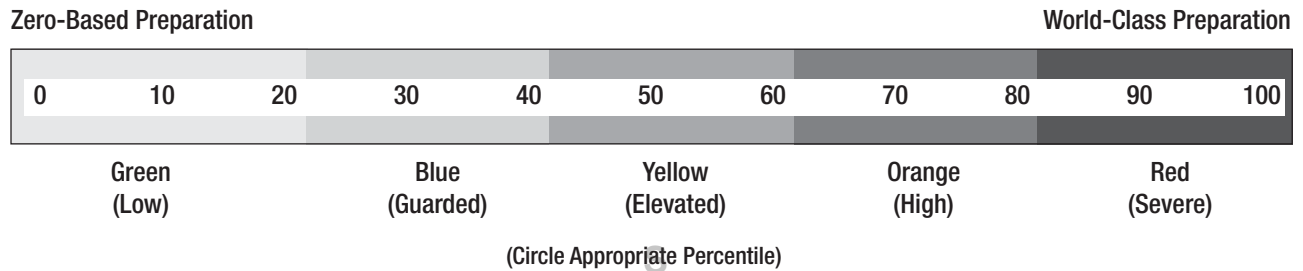
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

7.1a(2) What are your organization’s current levels and trends of customer-perceived value with organization’s homeland security initiatives (i.e., customer loyalty and retention, positive referral, and other aspects of building relationships with customers)?

Interview notes:



Zero-Based Organization

- Organization does not collect data to gauge its customers’ perceived value of homeland security initiatives.
- Organization has no concern for gauging customer-perceived value regarding homeland security initiatives that are mandated for security.

World-Class Organization

- Organization aggregates trend data of customer perception of the effectiveness of homeland security initiatives that are incorporated into its product/service delivery.
- Organization collects current levels and trend data of customer satisfaction/dissatisfaction with homeland security initiatives, based on customer loyalty and retention, and positive referrals.

- Performance Levels Trends Comparisons Linkage Gap

7.1a(2) Organization’s current levels and trends of customer-perceived value with its homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U T A

7.2 Product and Service Results (75 pts.)

Results

Summarize your organization's key product and service performance results. Segment your results by product groups, customer groups, and market segments, as appropriate. Include appropriate comparative data.

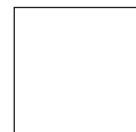
AREA TO ADDRESS

a. Product and Service Results

What are your current levels and trends in key measures or indicators of product and service performance that are important to your customers? How do these results compare with your competitors' performance?

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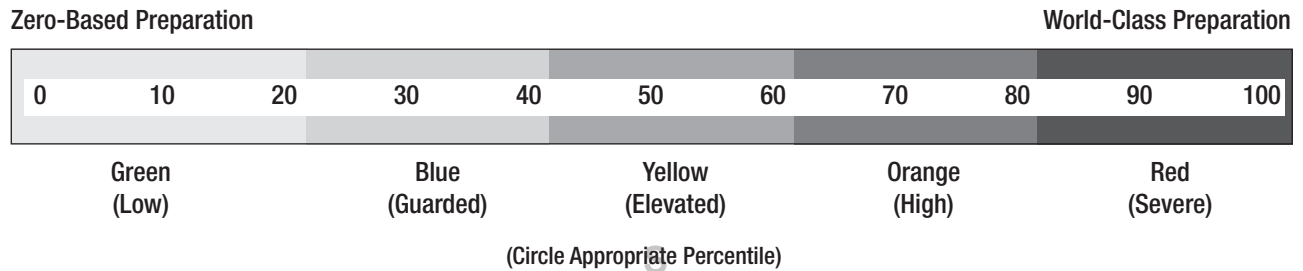


7.2 Percent Score

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.2a What are your organization’s current levels and trends of product and service performance safeguarded by the organization’s homeland security initiatives that are considered important to customers?

Interview notes:



Zero-Based Organization

- Organization collects trend data for customer product/service delivery only during times of high and severe security alerts.
- Organization does not consistently collect current level and trend data on product/service performance that is safeguarded by its homeland security initiatives.

World-Class Organization

- Organization has positive two-year trends for customer product and service performance delivery that are safeguarded by its homeland security initiatives.
- Organization has a three-year positive trend in reducing cycle time for customer product/service checks, based on its homeland security initiatives.

- Performance Levels
 Trends
 Comparisons
 Linkage
 Gap

7.2a Organization’s current levels and trends of product and service performance safeguarded by its homeland security initiatives that are considered important to customers.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U T A

7.3 Financial and Market Results (75 pts.)

Results

Summarize your organization’s key financial and marketplace performance results by market segments, as appropriate. Include appropriate comparative data.

AREAS TO ADDRESS

a. Financial and Market Results

- (1) What are your current levels and trends in key measures or indicators of financial performance, including aggregate measures of financial return and economic value, as appropriate?
- (2) What are your current levels and trends in key measures or indicators of marketplace performance, including market share or position, business growth, and new markets entered, as appropriate?

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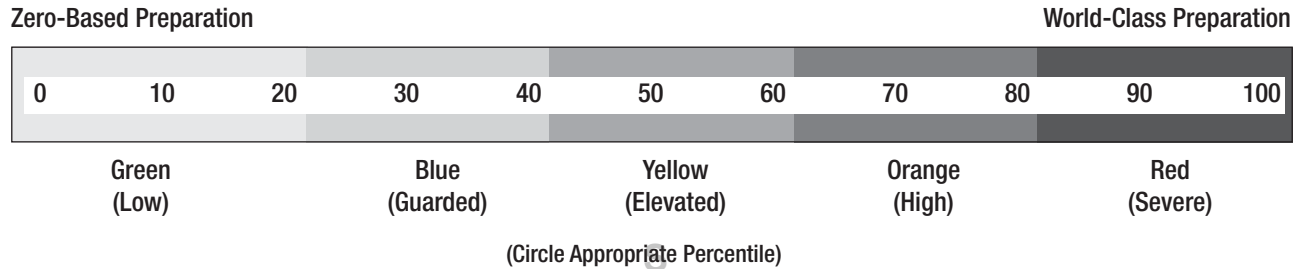
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7.3 Percent Score

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.3a(1) What are your organization’s current levels and trends of financial performance that involve homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization has not identified a set of key budgetary and financial measures to gauge overall impact of homeland security initiatives. Many of the measures are inconsistent and anecdotal.
- Organization does not collect trend data on financial performance regarding homeland security initiatives.

World-Class Organization

- Organization tracks current levels and trends of financial and market performance to gauge overall effectiveness and impact of homeland security initiatives.
- Organization tracks and trends homeland security expenditures per employee, partner, supplier, and customer. The measures are used to gauge their economic impact against the organization’s strategic plans and goals.

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.3a(1) Organization’s current levels and trends of financial performance that involve homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
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Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

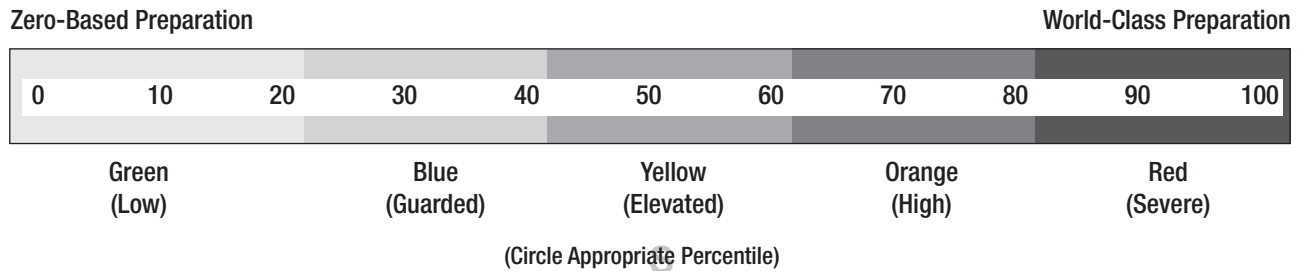
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U T A

7.3a(2) What are your organization’s current levels and trends of marketplace performance that involve homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization has not collected data to gauge its marketplace performance involving homeland security initiatives that have been implemented for its key customers over the past two years.
- Organization has not holistically reviewed or collected marketplace performance data that involves its homeland security initiatives.

World-Class Organization

- Organization has a positive three-year trend regarding marketplace performance that involves homeland security initiatives.
- Organization has had positive trends in the market based on its homeland security initiatives with both key customers and suppliers.

- Performance Levels Trends Comparisons Linkage Gap

7.3a(2) Organization’s current levels and trends of marketplace performance that involve homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U T A

7.4 Human Resource Results (75 pts.)

Results

Summarize your organization’s key human resource results, including work system performance and employee learning, development, well-being, and satisfaction. Segment your results to address the diversity of your workforce and the different types and categories of employees, as appropriate. Include appropriate comparative data.

AREAS TO ADDRESS	
a. Human Resource Results	<p>(1) What are your current levels and trends in key measures or indicators of work system performance and effectiveness?</p> <p>(2) What are your current levels and trends in key measures of employee learning and development?</p> <p>(3) What are your current levels and trends in key measures or indicators of employee well-being, satisfaction, and dissatisfaction?</p>

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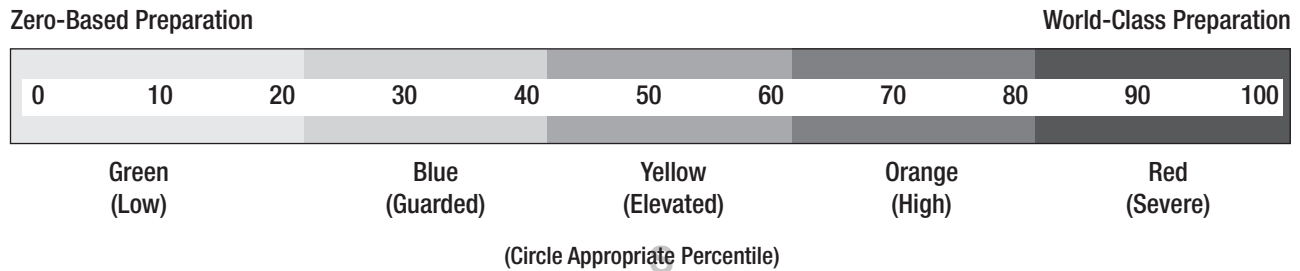


7.4 Percent Score

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.4a(1) What are your organization’s current levels and trends of work system performance and effectiveness that involve homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization does not measure and trend results of work system performance that involve homeland security initiatives.
- Organization uses only limited measures to gauge work system performance that involves homeland security initiatives.

World-Class Organization

- Organization measures and trends data that gauge its work system performance and effectiveness that are impacted by homeland security initiatives.
- Organization tracks and trends work layout improvement and job rotation in areas that involve homeland security initiatives.

- Performance Levels Trends Comparisons Linkage Gap

7.4a(1) Organization’s current levels and trends of work system performance and effectiveness that involve homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

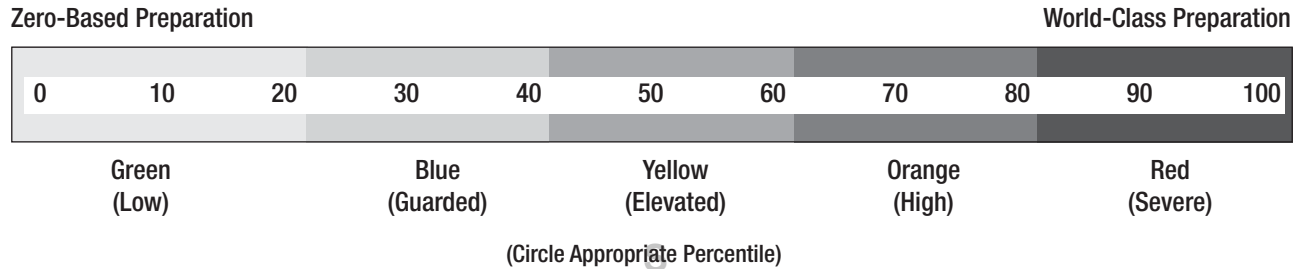
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U T A

7.4a(2) What are your organization’s current levels and trends of employee learning and development that involve homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization collects limited data on employee learning and development that involves homeland security initiatives.
- Organization collects data on training that involves homeland security issues, but never uses trend results to gauge progress.

World-Class Organization

- Organization has a three-year positive trend of employee learning and development that involves homeland security initiatives.
- Organization has experienced a 40% increase over three years in the number of employees who have been trained on homeland security issues.

- Performance Levels Trends Comparisons Linkage Gap

7.4a(2) Organization’s current levels and trends of employee learning and development involving homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

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- 2.

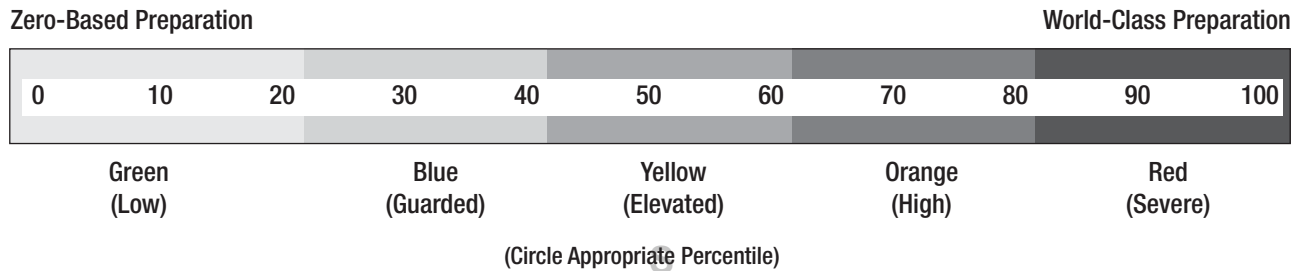
Long Term (2 years or more)

- 1.
- 2.

M I T H PAULS

7.4a(3) What are your organization’s current levels and trends of employee well-being, satisfaction, and dissatisfaction that involve the organization’s homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization does not gauge employee well-being, satisfaction, and dissatisfaction with its homeland security initiatives.
- Organization collects employee satisfaction data but does not collect satisfaction data related to employee satisfaction with homeland security initiatives.

World-Class Organization

- Organization collects and trends data on employee well-being, satisfaction, and dissatisfaction with homeland security initiatives.
- Organization has collected and trended over three years of employee satisfaction results that involve homeland security issues and initiatives.

- Performance Levels Trends Comparisons Linkage Gap

7.4a(3) Organization’s current levels and trends of employee well-being, satisfaction, and dissatisfaction involving homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H ' P A U T A

7.5 Organizational Effectiveness Results (75 pts.)

Results

Summarize your organization's key operational performance results that contribute to the achievement of organizational effectiveness. Segment your results by product groups and market segments, as appropriate. Include appropriate comparative data.

AREAS TO ADDRESS

a. Organizational Effectiveness Results

- (1) What are your current levels and trends in key measures or indicators of the operational performance of your key value creation processes? Include productivity, cycle time, supplier and partner performance, and other appropriate measures of effectiveness and efficiency.
- (2) What are your current levels and trends in key measures or indicators of the operational performance of your key support processes? Include productivity, cycle time, supplier and partner performance, and other appropriate measures of effectiveness and efficiency.
- (3) What are your results for key measures or indicators of accomplishment of organizational strategy and action plans?

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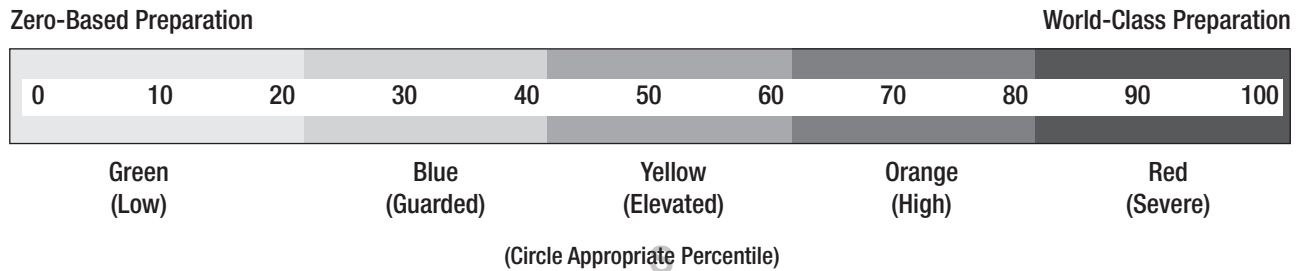
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7.5 Percent Score

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.5a(1) What are your organization’s current levels and trends of the operational performance of your key value creation processes for homeland security?

Interview notes:



Zero-Based Organization

- Organization does not consistently collect key performance results for operational performance of key value creation processes for homeland security.
- Organization’s measures for key operational results of homeland security processes appear limited.

World-Class Organization

- Organization shows positive levels and trends regarding key value creation processes for homeland security by using a productivity index known as Service Quality Indicators (SQIs).
- Organization’s value creation processes for homeland security are identified, tracked, and trended to support workplace safety.

- Performance Levels Trends Comparisons Linkage Gap

7.5a(1) Organization’s current levels and trends of the operational performance of key value creation processes for homeland security.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

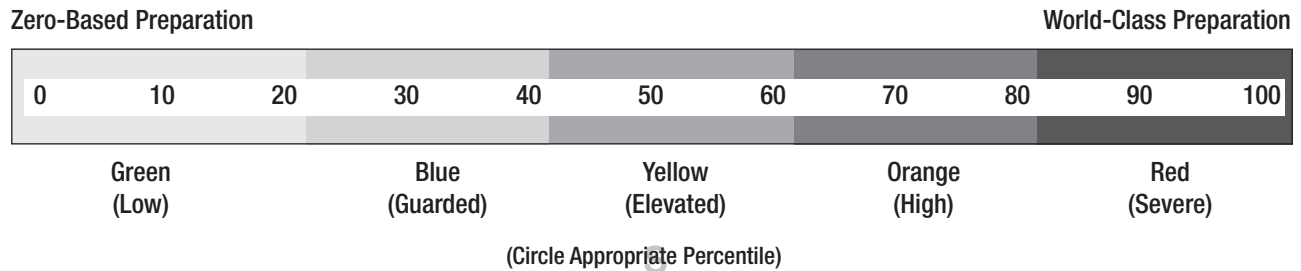
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U T A

7.5a(2) What are your organization’s current levels and trends of operational performance of key support processes for homeland security?

Interview notes:



Zero-Based Organization

- Organization does not collect trend data on operational performance of key support processes for homeland security.
- Organization’s trend data collected for operational performance of key support processes for homeland security has had a steady decrease of 50% over three years.

World-Class Organization

- Organization’s levels and trends of operational performance of key support processes for homeland security have four-year positive trends.
- Organization’s key measures of key support processes for homeland security support the organization’s goals and objectives for workplace safety with three-year positive trends.

- Performance Levels
 Trends
 Comparisons
 Linkage
 Gap

7.5a(2) Organization’s current levels and trends of operational performance of key support processes for homeland security.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

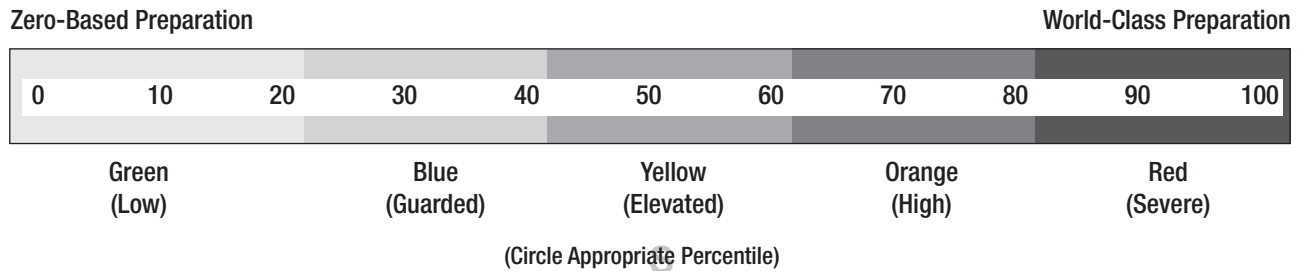
Long Term (2 years or more)

- 1.
- 2.

M I T H ' P A U T A

7.5a(3) What are your organization’s results for accomplishment of organizational strategy and action plans that involve homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization does not collect results data for accomplishment of its strategies and action plans for homeland security initiatives.
- Organization has no consistent method for collecting data and measuring results for accomplishment of strategies and action plans that involve homeland security initiatives.

World-Class Organization

- Organization has accomplished 92% of the strategies and action plans that involve homeland security initiatives.
- Organization collects results data on completion of strategies and action plans that involve homeland security initiatives. The organization has experienced a 98% accomplishment rate.

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.5a(3) Organization’s results for accomplishment of organizational strategy and action plans that involve homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H ' P A U T A

7.6 Governance and Social Responsibility Results (75 pts.)

Results

Summarize your organization’s key governance and social responsibility results, including evidence of fiscal accountability, ethical behavior, legal compliance, and organizational citizenship. Segment your results by business units, as appropriate. Include appropriate comparative data.

AREAS TO ADDRESS

a. Governance and Social Responsibility Results

- (1) What are your key current findings and trends in key measures of indicators of fiscal accountability, both internal and external, as appropriate?
- (2) What are your results for key measures or indicators of ethical behavior and of stakeholder trust in the governance of your organization?
- (3) What are your results for key measures or indicators of regulatory and legal compliance?
- (4) What are your results for key measures or indicators of organizational citizenship in support of your key communities?

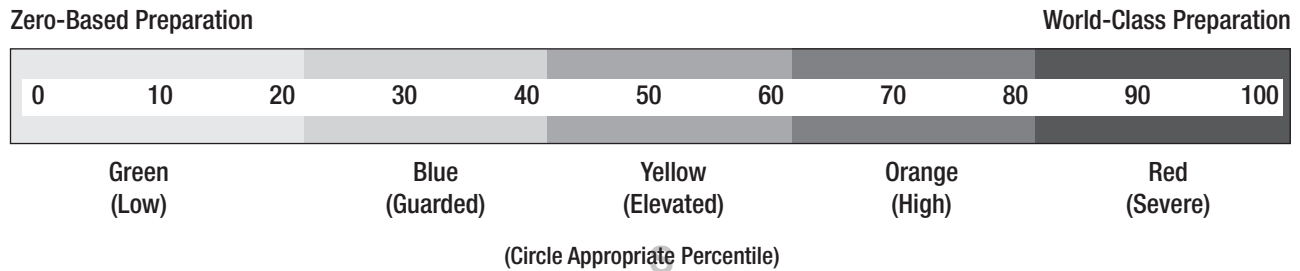
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7.6 Percent Score

7.6a(1) What are your organization’s key current findings and trends of fiscal accountability for homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization does not collect consistent data regarding fiscal accountability for homeland security initiatives.
- Organization collects limited data and trends for fiscal accountability for homeland security initiatives.

World-Class Organization

- Organization’s findings and trends for fiscal accountability for homeland security initiatives show a positive three-year trend.
- Organization shows a positive four-year trend regarding fiscal accountability for homeland security initiatives. Data are used to identify additional risk factors and to address auditor recommendations.

- Performance Levels Trends Comparisons Linkage Gap

7.6a(1) Organization’s key current findings and trends of fiscal accountability for homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

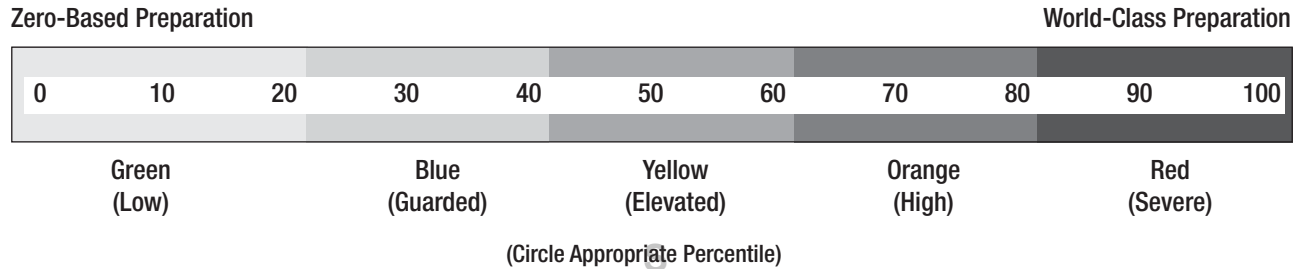
Long Term (2 years or more)

- 1.
- 2.

M I T H ' P A U T A

7.6a(2) What are your organization’s key measures of ethical behavior and stakeholder trust regarding homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization does not have measures in place to gauge ethical behavior and stakeholder trust regarding homeland security policies and procedures.
- Organization collects no data on ethical behavior and stakeholder trust regarding homeland security issues and initiatives.

World-Class Organization

- Organization measures employees, customers, partners, and suppliers against a documented ethical code of standards for homeland security.
- Organization ensures that all employees, partners, suppliers, and customers go through a periodic ethics audit regarding adherence to the organization’s homeland security policies and procedures.

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.6a(2) Organization’s key measures of ethical behavior and stakeholder trust regarding homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

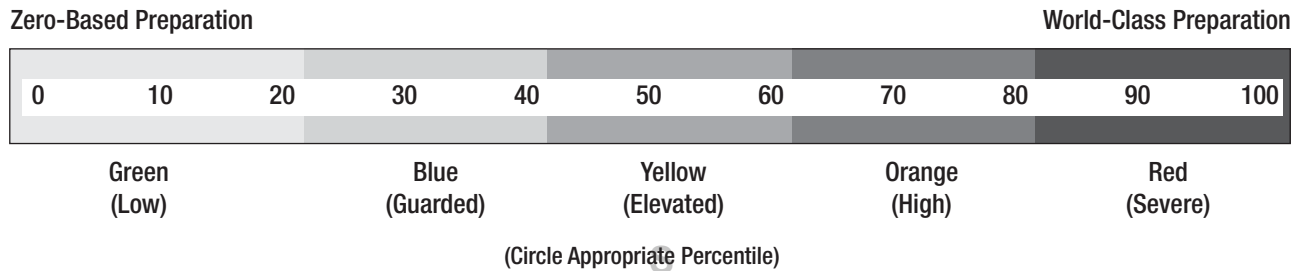
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U L A

7.6a(3) What are your organization’s results for regulatory and legal compliance that involve homeland security initiatives?

Interview notes:



Zero-Based Organization

- Organization does not consistently collect regulatory and legal compliance data for homeland security issues.
- Organization collects limited regulatory and legal homeland security compliance results outside of what is mandated by state and federal agencies.

World-Class Organization

- Organization collects data and trends results over three years for regulatory and legal compliance issues that involve homeland security issues.
- Organization collects and trends data on homeland security regulatory and legal compliance issues and uses results to improve compliance throughout the organization.

- Performance Levels
- Trends
- Comparisons
- Linkage
- Gap

7.6a(3) Organization’s results for regulatory and legal compliance that involve homeland security initiatives.

+ Strengths

- 1.
- 2.
- 3.

– Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

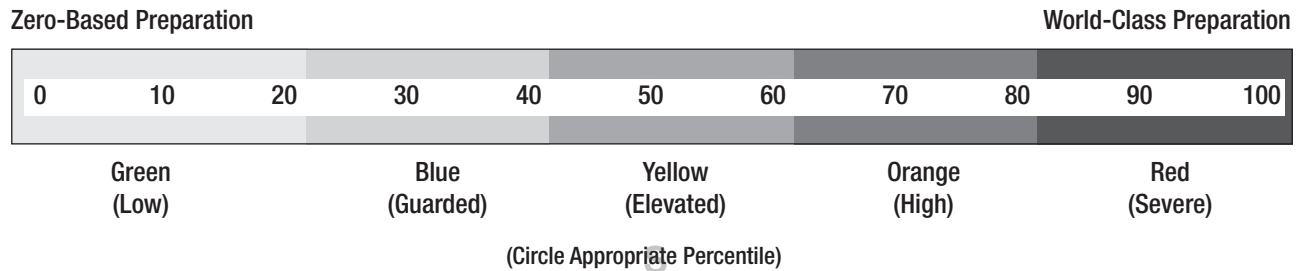
Long Term (2 years or more)

- 1.
- 2.

M I T H , P A U T A

7.6a(4) What are your organization's results for support of its key communities homeland security efforts?

Interview notes:



Zero-Based Organization

- Organization does not collect and trend homeland security results that support communities in which the organization is located.
- Organization never considers collecting and trending key indicators that support a community's homeland security efforts and initiatives.

World-Class Organization

- Organization collects and trends homeland security results that support communities where the organization is located.
- Organization aligns and compares its homeland security trends and results with community results to support an integrated effort that supports homeland security community-wide.

- Performance Levels
 Trends
 Comparisons
 Linkage
 Gap

7.6a(4) Organization's results for support of its key communities homeland security efforts.

+ Strengths

- 1.
- 2.
- 3.

- Opportunities for Improvement

- 1.
- 2.
- 3.

Homeland Security Planning Issues:

Short Term (1 to 2 years)

- 1.
- 2.

Long Term (2 years or more)

- 1.
- 2.

M I T H ' P A U T A

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**Summary of Assessment Items for Homeland Security
(Based on Baldrige Criteria)**

Transfer all assessment item percent scores from the category worksheets.

SUMMARY OF ASSESSMENT ITEMS	A	B	C	Total	Percent
				Points Possible	Score 0–100% (10%units)(A + B)
1 Leadership					
1.1 Organizational Leadership	70	_____%			
1.2 Social Responsibility	50	_____%			
CATEGORY TOTAL	120		_____		(Sum C)
2 Strategic Planning					
2.1 Strategy Development	40	_____%	_____		
2.2 Strategy Deployment	45	_____%	_____		
CATEGORY TOTAL	85		_____		(Sum C)
3 Customer and Market Focus					
3.1 Customer and Market Knowledge	40	_____%	_____		
3.2 Customer Relationships and Satisfaction	45	_____%	_____		
CATEGORY TOTAL	85		_____		(Sum C)
4 Measurement, Analysis, and Knowledge Management					
4.1 Measurement and Analysis of Organizational Performance	45	_____%	_____		
4.2 Information and Knowledge Management	45	_____%	_____		
CATEGORY TOTAL	90		_____		(Sum C)

Continued

Continued

SUMMARY OF ASSESSMENT ITEMS	Total Points Possible	Score 0–100% (10%units)	Score (A + B)	
			A	B
5 Human Resource Focus				
5.1 Work Systems	35	____%		
5.2 Employee Learning and Motivation	25	____%		
5.3 Employee Well-Being and Satisfaction	25	____%		
CATEGORY TOTAL	85			____ (Sum C)
6 Process Management				
6.1 Value Creation Processes	50	____%		____
6.2 Support Processes	35	____%		____
CATEGORY TOTAL	85			____ (Sum C)
7 Business Results				
7.1 Customer-Focused Results	75	____%		____
7.2 Product and Service Results	75	____%		____
7.3 Financial and Market Results	75	____%		____
7.4 Human Resource Results	75	____%		____
7.5 Organizational Effectiveness Results	75	____%		____
7.6 Governance and Social Responsibility Results	75	____%		____
CATEGORY TOTAL	450			____ (Sum C)
TOTAL POINTS	1000			____

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Hierarchy of Homeland Security Assessment Needs (Based on Baldrige Criteria)

