



Extract from Council Meeting of Tuesday, January 28, 2020

8. Motions

(a) Councillor Kim

Re: Workplace Diversity and Inclusion Strategy

Moved by Councillor Kim

Seconded by Councillor Gaertner

Whereas diversity has always been an important characteristic in Canada's history and today Canada is one of the most diverse countries of the world; and

Whereas one-fifth of Canada's population was born outside Canada and represents the highest foreign-born proportion of the population in the G7 countries; and

Whereas immigration accounts for two-thirds of Canada's population growth and by 2031 one-third of the population are expected to be visible minorities, and in the Greater Toronto Area (GTA) itself more than 50% are currently considered in this group; and

Whereas, depending on which source is referenced, 5%-13% of the population identifies themselves as LGBTQ; and

Whereas the indigenous population is growing naturally at a rate four times that of the non-indigenous population; and

Whereas one in seven people consider themselves as having a disability and approximately 26% of these people classify themselves as having a severe disability; and

Whereas women are still challenged in equitable representation in the senior ranks and on public company boards; and

Whereas the most successful organizations in the world recognize that diversity and inclusion: 1) spur innovation; 2) increase productivity; and 3) create a healthy, respectful workplace; and

EXTRACT/CORRESPONDENCE ROUTING INFORMATION				
External Correspondence was sent by Council Secretariat:	YES	X	NO	
External Correspondence to be sent by:				

Whereas public organizations embrace opportunities to foster a more inclusive organizational culture that engage, develop and celebrate its people, and attract a diverse workforce; and

Whereas employees of the Town of Aurora and indeed other York Region municipalities come from all over the GTA and not just from the home community; and

Whereas, based on the 2016 Census, 22.3% of the Canadian population are visible minorities and the federal government employment of visible minorities makes up 15.7%; and 29.3% of Ontarians are visible minorities and the provincial government employment of visible minorities makes up 22.6%;

1. Now Therefore Be It Hereby Resolved That staff investigate municipal Workplace Diversity and Inclusion Strategies and Work Plans as well as other similar strategies across Ontario (public, private and non-for-profit organizations) and report to Council on the state of diversity and inclusion in the Town of Aurora and any current initiatives underway; and
2. Be It Further Resolved That staff in its report provide recommendations on how to enhance the Town's current workplace diversity and inclusion strategy; and
3. Be It Further Resolved That this motion be forwarded to the Premier of Ontario and all York Region municipalities for their consideration.

Carried

INCLUSION CHARTER

OUR COMMITMENT TO **WELCOMING** AND **INCLUSIVE** COMMUNITIES

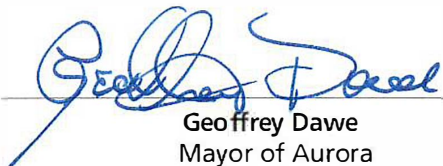
The Inclusion Charter for York Region is a community initiative that brings together businesses, community organizations, municipalities, police services, hospitals, school boards, conservation authorities and agencies with a common commitment to create an inclusive environment with equality for all who work, live and play here. Together our organizations share the vision of York Region as a welcoming and inclusive community where diversity is celebrated and where everyone can develop to their full potential, participate freely in society and live with respect, dignity and freedom from discrimination.

The Charter reflects an evolving approach in support of existing federal and provincial legislation that promotes human rights and accessibility. By endorsing this Charter we affirm our commitment to inclusion, whereby all people feel they belong and have access to the same opportunities.

THE TOWN OF AURORA

Together with other participating organizations, The Town of Aurora is committed to taking action to achieve the Charter's vision in our organization and community we serve. The Charter supports The Town of Aurora's vision to promote diverse neighbourhoods to create a vibrant community. The Town celebrates its growing and diverse population as a source of strength, vitality and economic opportunity and is committed to creating an inclusive organization that attracts and retains passionate employees, promotes innovation and provides an excellent customer experience.

Endorsed by:


Geoffrey Dawe
Mayor of Aurora


Doug Nadorozny
Chief Administrative Officer

This 2nd day of October, 2018.





EXCELLENCE, INNOVATION AND WELLNESS[®]
STANDARD

Implementation Guide

2017 VERSION
January 30, 2017

Excellence Canada

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Table of Contents

ACKNOWLEDGMENTS	5
TESTIMONIALS ABOUT THE EXCELLENCE, INNOVATION AND WELLNESS® STANDARD	6
EXCELLENCE CANADA.....	7
CANADA AWARDS FOR EXCELLENCE (CAE)	7
INTRODUCTION TO THE EXCELLENCE, INNOVATION AND WELLNESS® STANDARD.....	8
IMPLEMENTATION GUIDE	9
EXCELLENCE, INNOVATION AND WELLNESS® DRIVERS.....	11
OVERVIEW OF THE EXCELLENCE, INNOVATION AND WELLNESS® STANDARD	12
EXCELLENCE, INNOVATION AND WELLNESS® STANDARD.....	12
BRONZE	15
1.1 LEADERSHIP	17
1.2 PLANNING.....	21
1.3 CUSTOMERS	23
CUSTOMERS.....	23
PARTNERS	25
1.4 PEOPLE.....	26
1.5 PROCESSES.....	29
PROCESS IMPROVEMENT	29
PROJECT MANAGEMENT	30
PROCUREMENT	30
SILVER.....	32
2.1 LEADERSHIP	34
GOVERNANCE	34
LEADERSHIP	35
2.2 PLANNING.....	40
2.3 CUSTOMERS	46
CUSTOMERS.....	46
PARTNERS	49
2.4 PEOPLE.....	50
2.5 PROCESSES.....	56
PROCESS IMPROVEMENT	56
PROJECT MANAGEMENT	58
CHANGE MANAGEMENT	58
PROCUREMENT	59
GOLD	60
3.1 LEADERSHIP	62
GOVERNANCE	62
LEADERSHIP	63
3.2 PLANNING.....	69
3.3 CUSTOMERS	72
CUSTOMERS.....	72
PARTNERS	75
3.4 PEOPLE.....	78
3.5 PROCESSES.....	86
PROCESS IMPROVEMENT	86
PROJECT MANAGEMENT	88
CHANGE MANAGEMENT	89
PROCUREMENT	90

PLATINUM	92
4.1 LEADERSHIP.....	94
GOVERNANCE	94
LEADERSHIP	95
4.2 PLANNING.....	98
4.3 CUSTOMERS	101
CUSTOMERS.....	101
PARTNERS	102
4.4 PEOPLE.....	104
4.5 PROCESSES	108
PROCESS IMPROVEMENT	108
PROJECT MANAGEMENT	108
CHANGE MANAGEMENT	109
PROCUREMENT	110
PLANNING AND KEY PERFORMANCE INDICATORS	111
GUIDE TO SELF-ASSESSMENT	143
PURPOSE	143
WHEN TO CONDUCT A SELF-ASSESSMENT	143
THE SELF-ASSESSMENT TEAM	144
PLANNING THE SELF-ASSESSMENT	145
CONDUCTING THE SELF-ASSESSMENT	146
REVIEWING THE SELF-ASSESSMENT RESULTS.....	146
SCORING GUIDELINES	147
10 POINTS	147
20 POINTS	147
30 POINTS	148
40 POINTS	148
SCORING CHART: BRONZE	149
SCORING CHART: SILVER.....	151
SCORING CHART: GOLD	154
SCORING CHART: PLATINUM.....	157
CERTIFICATION.....	160
CERTIFICATION STEPS	160
ON-SITE VERIFICATION	160
CANADA AWARDS FOR EXCELLENCE RECOGNITION (CAE)	161
TERMS AND DEFINITIONS	162
OTHER SERVICES	175
COACHING SERVICES	175
CERTIFIED EXCELLENCE PROFESSIONAL® (CEP) PROGRAM.....	176
PARTNERS IN EXCELLENCE	176
RESOURCES.....	177

Acknowledgments

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Development Committee

Catherine Neville, Excellence Canada
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Excellence Canada also wishes to acknowledge **Sun Life Financial** and **University of Waterloo** for their funding contribution which made the development of this newly revised ***Excellence, Innovation and Wellness® Standard and Implementation Guide*** possible.



Testimonials about the Excellence, Innovation and Wellness® Standard

Sun Life is proud to be the Champion of the Excellence, Innovation and Wellness® Standard. The EIW principles and framework have guided our company over many years. As a result of our continued focus on excellence, innovation and health, we are better positioned to meet the needs of our clients now and into the future.

KEVIN DOUGHERTY, CEO, SUN LIFE CANADA

The EIW Standard provides us with a common language for embedding excellence, innovation and wellness principles and processes in decision making at all levels. We are better able to integrate the many initiatives that we're already undertaking under a corporate strategy, identifying what is working well and what opportunities exist for improvement. It allows us to use a consistent framework to inspire excellence through our policies, principles and practices.

DR. MARILYN THOMPSON, ASSOCIATE PROVOST HUMAN RESOURCES, UNIVERSITY OF WATERLOO

Our organization has used the Excellence Canada Quality Framework for over a decade to help drive improvement in all the key areas of our business. We have enjoyed excellent results in both financial and non-financial areas of the company providing a stronger market position while supporting our employee well-being. More importantly, this approach to Quality helps expose key areas of opportunity for us to focus on, and maintain our journey to continuous improvement.

KEVIN BRAUN, DIRECTOR, QUALITY & SERVICES SUPPORT, RICOH CANADA

The EIW Standard has given Ceridian external criteria to validate our strengths, and to identify opportunities for improvement. The feedback from Excellence Canada, along with the network of professionals associated with them, helps us to identify innovative strategies to apply best practices.

BEN LEMIRE, BUSINESS ANALYST, CERIDIAN HCM

Our organizational strategy is both a plan for business transformation as well as a path for internal organizational excellence. It is our made in and made for BC Pension Corporation excellence journey, guided and informed by the Canada Awards for Excellence Program and the EIW Standard.

CAMERON ELFORD, DIRECTOR OF CHANGE AND CORPORATE COMMUNICATIONS

BRITISH COLUMBIA PENSION CORPORATION

Working with Excellence Canada since 2007 has helped Saint Elizabeth to continually evolve our quality focus. The progressive program is well suited to any organization that is serious about continuous quality improvement and integrating that focus throughout the organization. The process itself, is a terrific opportunity to engage individuals from all levels in identifying strengths and opportunities and provides a comprehensive framework to ensure a coordinated approach.

PAT MALONE, CORPORATE INTEGRITY OFFICER, SAINT ELIZABETH

Excellence Canada's EIW Standard provided a credible and useful framework under which to guide my organization through a company-wide continuous improvement journey. The Standard illustrated the fundamental building blocks and bite-size progression roadmap, which were helpful for leaders to gain confidence in committing to action plans on top of their already full agendas. Bottom line: it helped us identify, prioritize, and accomplish focused improvements!

LORI TOPP, PRESIDENT, HEADS UP LEADERSHIP

Excellence Canada

Excellence Canada is an independent, not-for-profit organization committed to enhancing Canada's national well-being and global leadership through the adoption of management principles and practices that reinforce and sustain excellence in all sectors of our economy. The *Excellence Canada* Board of Governors is comprised of a diverse group of leaders from many sectors across Canada.

Excellence Canada

Mission

The Mission of *Excellence Canada* is to Help Improve Organizational Performance and Recognize Excellence.

Vision

The vision of *Excellence Canada* is to Promote and Enable Excellence in Every Organization in Canada.

Excellent organizations continually improve performance; they are innovative, competitive, and customer focused; they are healthy, inclusive, and sustainable; and they are economically, socially, and environmentally responsible.

Values

PRIDE: People, Relationships, Integrity, Dedication, Excellence

Canada Awards for Excellence (CAE)



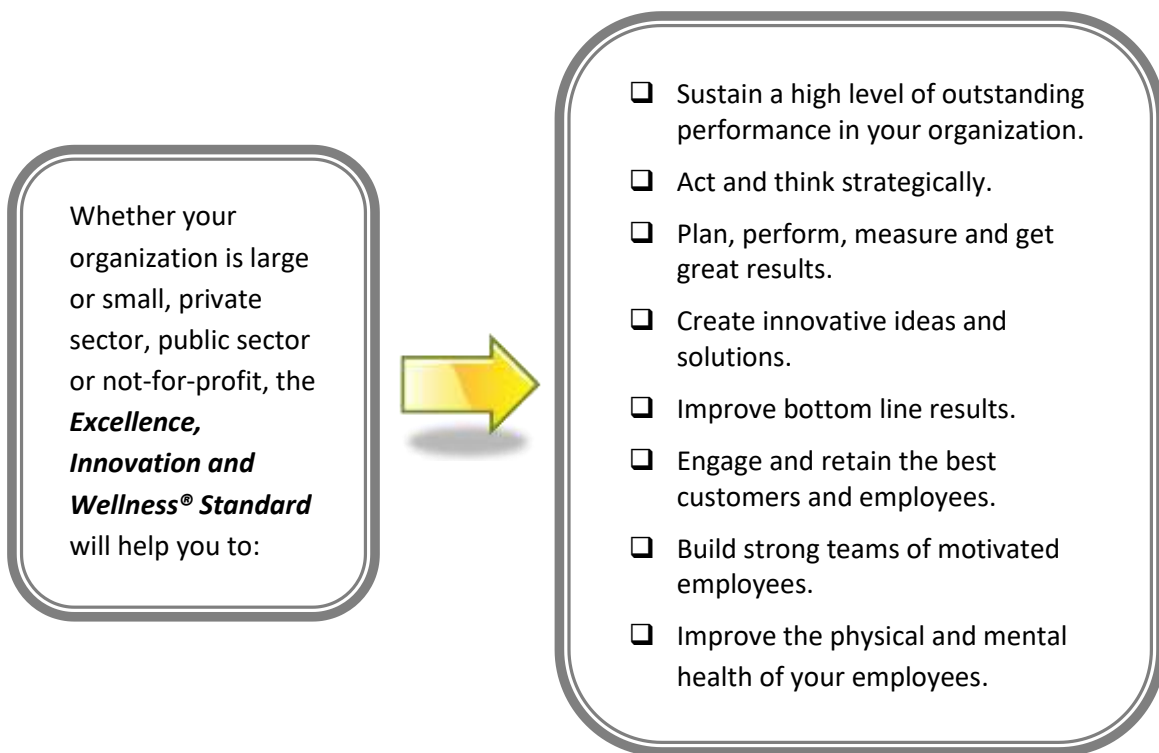
Her Excellency the Right Honourable Julie Payette, C.C., C.M.M., C.O.M., C.D., Governor General of Canada is the Patron of the *Canada Awards for Excellence* Program, which is owned and adjudicated by Excellence Canada.

Organizations that successfully achieve the *Excellence, Innovation and Wellness*® Silver, Gold, and Platinum certification levels will receive *Canada Awards for Excellence* recognition.

Introduction to the *Excellence, Innovation and Wellness® Standard*

Excellence Canada's four levels of the *Excellence, Innovation and Wellness® Standard* are progressive in scope, successively building to ensure that organizations can implement and sustain, in a manageable and practical manner, a focus on organizational excellence.

Every organization focused on excellence charts its own course in order to demonstrate progress. This Standard provides an overall implementation model that complements and supports existing frameworks and accreditation systems, while providing a key overall strategic umbrella for continual improvement. This strategic approach helps connect the various frameworks and improvement initiatives in place, assisting in the application of practical and manageable ways of building and sustaining a culture of excellence.



The *Excellence, Innovation and Wellness® Standard* serves as a roadmap for organizations in any sector that wish to improve performance in all aspects of the organization. The *Excellence, Innovation and Wellness® Standard* was developed by *Excellence Canada* in association with *Excellence Canada* partners and professionals from across Canada. The *Standard's* design is based on research and knowledge pertaining to success factors in the workplace and the experiences and outcomes of successful organizations. It has also been reviewed against other standards such as the Malcolm Baldrige (U.S) and Deming (Japan/Australia) Awards Programs, and Canada's National Standard for Psychological Health and Safety.

Implementation Guide

This Implementation Guide offers organizations a planned and progressive approach to establishing outstanding performance in the areas of excellence, innovation and wellness.

There are four **Excellence, Innovation and Wellness®** levels. Below each Requirement, comments are provided to help organizations interpret the statement. (Comments are not part of the Standard and are for guidance purposes only.)

This Guide also covers the self-assessment process with practical tips and techniques for each assessment step. The self-assessment process helps organizations plan effectively for an assessment in a reasonable time frame against the **Excellence, Innovation and Wellness® Standard** (all levels).

This Guide is not meant to be prescriptive in terms of how things are done; rather it outlines what is required, and suggests approaches and methods that may help stimulate ideas. Content is derived from submission reviews and from findings at on-site verifications for certification and from the *Canada Awards for Excellence* program over a number of years, and reflects proven successful approaches and effective methods.

REMEMBER:

The comments in *italics* following each Requirement are for guidance purposes and may not apply to every organization.

Coaching Tips

Going on a journey requires research on the destination and careful planning to be successful. This journey is no different. We strongly recommend that you take advantage of the experience our Coaches have in assisting with the implementation of many journeys across many sectors. It is vital that you begin with a strong Charter approved by senior leadership. Once engaged, we recommend an engagement presentation with your senior team, followed by the preparation of an implementation path to cover the first stage of your journey together with an effective communication strategy. As they say, you only have one chance to make a good first impression!

As you read the Guide we will offer some coaching tips which will assist you at the Bronze, Silver, Gold and Platinum levels to help ensure your efforts produce excellence at each level the first time!

Excellence, Innovation and Wellness® Standard



Excellence – includes all aspects of quality and continual improvement across all drivers

Innovation – includes using innovation and collaboration to improve services, products, and relationships

Wellness – includes both the physical and psychological wellness of key stakeholders, as well as the development of people

Excellence, Innovation and Wellness® Drivers

Leadership

The focus for this driver is on creating the culture, values and overall direction for success. It includes demonstrating good governance and innovation, and fulfilling the organization's legal, ethical, financial and societal obligations.

Planning

Planning incorporates developing strategic, business and improvement plans across all drivers, and it requires monitoring, evaluating and reporting on the progression in meeting defined strategic goals, as well as goals within all plans. All plans are linked to the organization's Strategic Plan.

Customers

The Customer driver examines how the organization engages its customers and partners for satisfaction and success. The term customers may refer to clients, citizens, students, internal services, etc. This driver includes listening, acting and reporting on Voice of the Customer feedback, as well as using collaboration and innovation to improve products, services and relationships.

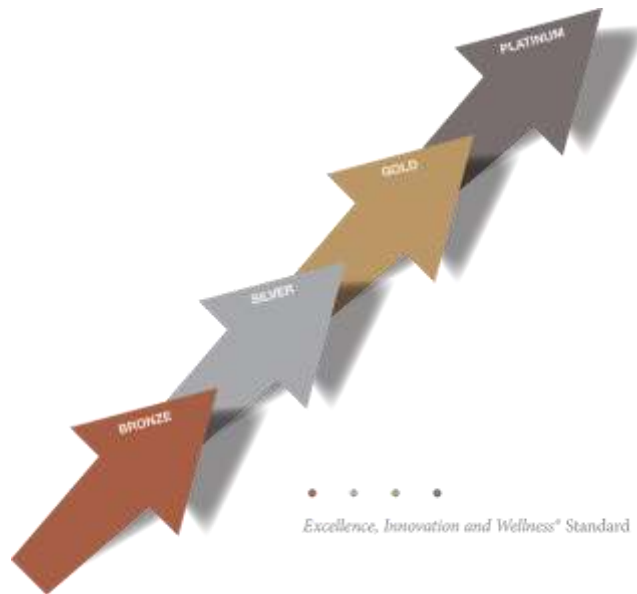
People

The People driver examines how people are treated, encouraged, supported and enabled to contribute to the organization's overall success. It includes the wellness of employees and their families including both physical and psychological health and safety.

Processes

This driver focuses on the management of processes and projects. It requires a disciplined and common approach toward analyzing and solving process problems and project management across the organization. This facilitates a prevention-based (rather than correction-based) approach to process and project management. The use of change management techniques is an important aspect of this driver. Also included in this driver is the effective management of relationships with suppliers.

Overview of the Excellence, Innovation and Wellness® Standard



Excellence, Innovation and Wellness® Standard

The ***Excellence, Innovation and Wellness® Standard*** has been developed in four levels to make it easier for organizations to implement improvement using a staged approach. Organizations may apply for certification as the requirements of each level have been achieved.

Organizations also have the option of applying directly for the Silver, Gold or Platinum levels. Materials can be provided if this is the case for Going-for-Silver, Going-for-Gold, or Going-for-Platinum and these materials include previous levels in the requirements.

To apply for certification, Excellence Canada requires a submission describing how the organization meets the Standard's Requirements at that level; as well as an anonymous Excellence Canada survey completed by employees. The intention of this brief survey is to ensure broader participation to support the verification process. The organization will send a submission for review against the Standard. Upon successful review, a site visit will be arranged for a team of professional verifiers to visit the organization for one to three days, depending on the scope and size of the submission. Following the on-site verification, a report will be provided which outlines the verification team's findings.

In summary, all Levels require:

- *A written submission (one hard copy plus an electronic version)*
- *An Excellence Canada self-assessment included with the submission (either conducted by the organization itself, or facilitated by an Excellence Canada coach)*
- *An anonymous on-line employee survey will be conducted by Excellence Canada*
- *A site visit will be required by an Excellence Canada team of professionals for 1-3 days depending on scope and size of the application*

Bronze Level demonstrates a clear commitment to excellence, innovation and wellness.

The organization is in the early stages of implementing a long-term strategic focus on excellence, innovation and wellness that promotes good principles and practices as outlined in this Standard. There is a visible commitment to continual improvement in the organization.

The key outcomes of Bronze are:

- ☐ Broad organizational support of the vision, mission, and values
- ☐ Recognition of the importance of embedding excellence, innovation and wellness principles in decision-making at all levels of the organization
- ☐ Leadership commitment to key operating principles of excellence, innovation and wellness
- ☐ Strategic and operational plans are in development.

Silver Level builds on the commitment and foundation established in Bronze.

A long-term plan which reflects the *Excellence, Innovation and Wellness*® Standard has been implemented in key areas. The organization is in transition from a focus on “reacting” to issues to a more “proactive” approach, and positive results are being achieved from improvement efforts in key areas.

The key outcomes of Silver are:

- ☐ Enhanced employee involvement in planning and improvement initiatives.
- ☐ A wider understanding by employees of the organization’s strategic approach to excellence, innovation and wellness.
- ☐ Strategic and annual operating plans are in place.
- ☐ Establishment of baseline indicators, measures and related goals for excellence, innovation and wellness.

Gold Level builds on the solid implementation of excellence, innovation and wellness established in Silver.

There is a comprehensive approach to excellence, innovation and wellness in place, with widespread involvement in the development and implementation on related strategies.

The key outcomes of Gold are:

- ☐ Positive achievements in meeting and exceeding strategic goals.
- ☐ An organization-wide focus on excellence, innovation and wellness issues.
- ☐ Positive results are being achieved across all drivers, across all areas/departments of the organization.
- ☐ Widespread quantifiable improvement as a result of moving from reactive to proactive approaches and practices.

Platinum Level builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices and excellent outcomes.

The organization has achieved excellent results and sustained positive trends from its efforts for overall improvement in excellence, innovation and wellness, and can clearly identify sustained improvements against specific objectives and goals.

The key outcomes of Platinum are:

- ☐ Sound systemic approach to excellence, innovation and wellness.
- ☐ Continual improvement is a “way of life” with full integration into culture and systems.
- ☐ Sustained positive improvements in all areas over at least three years (trend data required for some requirements).
- ☐ The organization is viewed as a leader within its sector regarding excellence, innovation and wellness, in terms of knowledge sharing, industry and benchmark leadership and best practices.

Bronze

Coaching Tips

We strongly recommend you engage a Coach to assist you with:

- ☐ Establishing a charter, implementation path and communication strategy.
- ☐ Defining roles and responsibilities and building your Excellence team.
- ☐ Conducting an initial self-assessment and building a related action plan.
- ☐ Identifying your key processes.
- ☐ Providing guidance throughout your journey.
- ☐ Conducting a mock verification before the *Excellence Canada* verification.

Excellence Canada has consistently provided Saint Elizabeth with an effective and easy to use framework for measuring success of our continuous quality improvement focus. Thank you to the team for your passion, commitment and continued partnership.

ANITA KEYES,
RISK MANAGEMENT CONSULTANT,
SAINT ELIZABETH

1.1 LEADERSHIP

a) It is important that the senior leadership team endorses and supports the following values and principles:

☐ **Leadership involvement**

- *Leadership establishes unity of the organization's purpose and direction, and facilitates and supports the changes necessary for improvement.*
- *Leadership at all levels consistently "walks the talk" and is engaged in the development of a healthy working environment.*
- *Leadership at all levels is accessible and visible.*
- *Leadership at all levels involves employees when possible in decisions that impact them.*

REMEMBER:

The bullet points in *italics* following each Requirement are for guidance purposes and may not apply to every organization.

☐ **Transparency and agility**

- *Leaders at all levels demonstrate openness with no hidden agendas or conditions*
- *Information required for collaboration, cooperation and collective decision-making is provided as appropriate.*
- *Leaders adjust and adapt to new innovative ideas and use these ideas to create and improve products and/or services.*

☐ **Respect for diversity and inclusion**

- *Leaders at all levels support diversity in the workplace.*
- *Leaders at all levels engage each individual to ensure people feel valued and essential to the success of the organization.*
- *Employees are included in important decision-making processes as appropriate, and discrimination is not tolerated.*

☐ **Effective planning**

- *Leaders use effective strategic and operational planning to achieve desired results, and follows through, e.g., the plan, do, check, act cycle.*

☐ **A primary focus on the customer experience**

- *The primary aim of everyone in the organization is to understand and meet the needs of internal and/or external customers.*
- *Leaders work collaboratively with teams and customers to enhance quality and innovation while contributing to the well-being of employees.*

☐ **Co-operation, teamwork, and people development**

- *The organization nurtures cooperation and recognizes teamwork as a corner stone for developing win/win relationships.*
- *Employees are given the opportunity to develop their individual potential.*

- ☐ **A focus on continual improvement and innovation**
 - *The organization is focused on continual improvement. No matter how much improvement has been accomplished, it is recognized that there are always practical and innovative ways of doing even better.*
 - *Teams are organized to produce the best results. These teams reflect on how to become more effective as they learn together to continually deliver working innovations.*
 - *Keeps it simple and focused to ensure priority actions are implemented.*
 - ☐ **Commitment to fact-based decision-making through the use of data and measurement**
 - *Decisions are made using actual data, not simply on the basis of instinct, authority or anecdote.*
- b) There is a vision, mission and/or values statement that has had input from key stakeholders. These statements are communicated broadly.**
- ☐ *The organization develops, communicates, and reviews statements establishing its fundamental aim. It acknowledges the importance of employees, and their contribution to the organization's success.*
 - ☐ *The mission statement is a declaration of what the organization is, what it does and for whom it provides its services. It is designed through discussions with people at all levels of the organization. It is a clear reflection of the organization's core values and high expectations.*
 - ☐ *The vision, mission and policies of the organization form the foundation for a healthy culture by acknowledging the value and well-being of employees. Appropriate organization-wide involvement goes into developing and reviewing these statements. Once developed, commitments to these statements should be visible in all areas, and supported and reinforced by all levels of management. Policies, procedures, processes, and decisions are made and developed based on these commitments.*
 - ☐ *The organization, at all levels, communicates and reinforces vision, mission, and/or values statements. These statements guide daily practice.*
- c) A continual improvement policy or statement has been shared within the organization.**
- ☐ *A policy or statement demonstrating the organization's commitment to continual improvement in excellence, innovation and wellness has been developed and communicated.*

- d) **In the decision-making process, the organization considers the wide-spread impact of decisions on customers and employees. Impacts include quality, physical and psychological health and safety, ethical behaviour and societal issues.**
- ☐ *When making decisions, leadership and line managers are careful to ensure that excellence and wellness issues are factored in as part of their decision-making criteria.*
 - ☐ *Employee examples could include: monitoring overtime involved when new systems are being implemented, ensuring employee involvement in purchasing of new equipment, or other changes that affect the way employees work.*
 - ☐ *Potential new initiatives and/or changes could include analyzing decisions as to their impact on customers and society before the decisions are finalized.*
 - ☐ *There is a clear process in place that guides these decisions.*
- e) **There is a method to review and ensure compliance with relevant provincial and national legislation, regulations and standards, including human rights, privacy, health and safety, disability, accessibility, employment standards etc.**
- ☐ *A method is established to identify all relevant provincial and federal regulations pertinent to its sector.*
 - ☐ *The organization demonstrates compliance with identified regulations and standards.*
 - ☐ *There are processes in place to ensure privacy rights are adhered to, e.g., ensuring an individual's personally identifiable information is not accessed or divulged.*
 - ☐ *The organization is aware of the legal responsibilities for physical and psychological health and safety related issues.*
 - ☐ *There are processes to ensure materials are accessible to employees with a disability, e.g., alternate formats, building accessibility*

TIP:

The People Access division of *Excellence Canada* can provide valuable insight and guidance when developing policies, practices, and procedures that will integrate accessibility and human rights excellence with the overall journey to excellence. Accessibility for people with disabilities improves customer service and employee engagement for over 15% of the population and makes good business sense. (www.peopleaccess.ca)

- f) **The organization has begun to demonstrate its commitment to corporate social responsibility (CSR).**
- ☐ *The organization has identified its priorities and discussed these with appropriate employee groups.*
 - ☐ *Work has begun on a CSR plan.*
- g) **Senior management has communicated that innovation is a priority.**
- ☐ *A policy or statement has been developed to communicate that innovation is a priority for the organization.*
 - ☐ *Employees understand that innovation is a priority and how it will be implemented in the organization.*
 - ☐ *Senior management encourages self-directed employee teams, and, customer-driven innovation.*

1.2 PLANNING

- a) A baseline assessment to this *Excellence, Innovation and Wellness*® Standard has been conducted and the identified opportunities built into an improvement plan.

- ☐ Very early in the process, the organization conducts a self-assessment for the EIW Bronze requirements to identify strengths and opportunities (gaps) and develop a prioritized action plan to address the gaps.

TIP:

Many organizations find that third-party facilitation by Excellence Canada is helpful, especially at the early stages of your journey.

- b) Work on a planning process is underway covering areas such as strategic goals, financial management, operations, enterprise risk management, knowledge management, wellness, and innovation.

- ☐ Work has begun on developing a comprehensive planning approach that cascades from strategic planning through operational planning at all levels.
- ☐ This work identifies key planning requirements for all areas cited above.
- ☐ It also identifies other planning resources available to help you meet goals, e.g. Human Resources, Technology.



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¹ York Region Slide

- c) **Appropriate financial and human resources are allocated to activities and initiatives related to excellence, innovation and wellness.**
- ☐ *There is dedicated budget, employee time and related resources such as meeting space, allocated to the various activities and initiatives related to excellence, innovation and wellness.*
 - ☐ *Excellence, innovation and wellness improvements are reflected in employee performance plans.*
- d) **Organizational risks have been identified.**
- ☐ *A risk assessment plan is under development (see Planning section for more guidance).*
 - ☐ *Risks include areas such as political, economic, social, technological, legal and environmental (PESTLE); and may also include operational, human resources, and physical and psychological health & safety risks.*
- e) **The organization uses a variety of methods to communicate its various policies and plans.**
- ☐ *Various methods are used to communicate and disseminate plans and policies to employees and other stakeholders, e.g., manager-staff meetings, blogs, TV screens, newsletters, emails, intranet, town hall meetings, staff meetings, huddles, podcasts, memos.*
 - ☐ *Two-way communication exists to ensure employees understand the key policies and plans.*
 - ☐ *There is a formal communication strategy under development (see Planning section for more guidance).*
 - ☐ *Key stakeholders are involved in developing the strategy.*

GOOD PRACTICES:

Excellence, innovation and wellness activities and deliverables are part of operating plans and not side projects.

A documented and organized communications strategy ensures consistency in cascading timely information through the organization.

1.3 CUSTOMERS

CUSTOMERS

- a) **The organization identifies and segments its current customer groups based on needs. Segmentation includes both internal and external customers.**
- ☐ *Customers are defined as both internal and external to the organization and can (1) be direct recipients of products and/or services, e.g., external customers, clients or consumers; (2) serve as a distribution channel, e.g., retailers, dealers; (3) be internal departments that provide services to each other, e.g., human resources, communication, information technology.*
 - ☐ *The organization has a process to define who its customers are and what their needs are. This information is shared with employees.*
- INTERNAL CUSTOMERS COULD BE DEPARTMENTS THAT PROVIDE SERVICES TO EACH OTHER, E.G., HUMAN RESOURCES, FINANCE, I.T., BUILDING MAINTENANCE, AND/OR OPERATIONAL DEPARTMENTS.
- b) **A customer experience ‘promise’ exists and has been communicated clearly and consistently to all customers and employees.**
- ☐ *A ‘promise’ has been developed and shared with customers and employees.*
 - ☐ *New employees are informed of the ‘promise’ as part of their onboarding.*



Ceridian Customer Promise



- c) **The organization communicates with its customer groups using a variety of relevant methods.**
- ☐ *Communication methods could include, but not restricted to internet, social media, newsletters, letters, email, and meetings.*
 - ☐ *A plan for communication is underway.*
- d) **Employees understand the importance of contributing to a positive customer experience.**
- ☐ *Employees clearly put the customer first in everything they do and understand how their role impacts the customer experience.*
 - ☐ *The Customer Experience 'promise' is communicated effectively and regularly, and is made visible in the working environment, and is clear for all to understand.*
 - ☐ *Employees receive customer experience training.*
- e) **A customer feedback process/mechanism is in place with identified feedback measures.**
- ☐ *Opportunities exist for customers to easily provide feedback, e.g., surveys, phone, service reps, Internet, call centers, etc.*
 - ☐ *Initial work has begun to establish a formal process to track and act upon feedback.*

PARTNERS

f) The organization identifies its key partners.

- ☐ *Define the categories of partners you have (usually not also vendors). Sometimes it is difficult to differentiate between vendors and partners as sometimes an organization could be both. It is up to the Organization to determine where they fit best. Partners could include financial (e.g. CCAC's) and non-financial partners (e.g. volunteers, community partners).*
- ☐ *The organization has a process to identify its key partners and individual needs.*
- ☐ *People throughout the organization know who the organization's key partners are.*
- ☐ *Partnership criteria is established. For instance, volunteers may be required to go through a criminal record check. Partners should further the goals of the organization.*

TYPES OF PARTNERS

There are at least two types of partners:

- (1) financial partners (e.g., win/win financial partners i.e., profit sharing, commissions, royalties, etc.), and
- (2) non-financial partners (e.g., volunteers, agencies, charities, etc.)

1.4 PEOPLE

- a) **A comprehensive healthy workplace policy including physical and psychological health and safety is in place, and has been shared with employees.**
- ☐ *This policy has been developed in collaboration with the appropriate internal committee, e.g. Wellness Committee.*
 - ☐ *The policy is shared with all employees.*
 - ☐ *There is wide-spread involvement in developing and reviewing these statements. Once developed, commitments to these statements should be visible in all areas, and supported and reinforced by all levels of management.*
 - ☐ *Policies, procedures, processes, and decisions are made and developed based on these commitments.*
 - ☐ *The organization, at all levels, communicates and reinforces the vision, mission, and/or value statements. These statements guide daily practice.*
 - ☐ *The senior leadership demonstrates commitment to an integrated and systematic approach to managing physical and psychological health and safety in the workplace (management system).*
- b) **The leaders actively promote a culture of work/life balance.**
- ☐ *Policies/statements related to work/life balance, e.g. flexibility, working hours, work-at-home, are in the process of being developed.*
 - ☐ *Leaders need to “walk the talk” as role models and support employees and their families in their need for work/life balance.*
 - ☐ *Issues such as workload are assessed. Related issues are addressed in a timely manner and communicated to employees.*
 - ☐ *The senior leadership team reinforces the importance of employee health issues by providing support for the development and provision of related programs, initiatives and services.*
 - ☐ *Leaders demonstrate support for the physical as well as the psychological health and safety of employees.*
 - ☐ *The organization’s leadership team demonstrates that employee health and well-being is an important priority for the organization.*
 - ☐ *The organization encourages employees to take their entitled breaks, e.g., lunch, vacation, earned days off, and parental leave.*
 - ☐ *Family issues are considered when employees need assistance, accommodation and/or support.*

- c) **Awareness training is provided for employees, covering the organization's excellence journey.**
- ☐ *Employees at all levels have an opportunity to hear about the organization's focus on excellence, innovation and wellness.*
 - ☐ *An awareness module on excellence, innovation and wellness has been developed and delivered.*
 - ☐ *A communications strategy has been developed to ensure consistency in cascading timely information throughout the organization.*
- d) **Human resources policies have been developed and are easily accessible to all employees. These policies should reflect compliance with relevant human rights legislation, issues to protect against harassment, discrimination and bullying in the workplace, and address diversity and inclusion.**
- ☐ *Some examples include, but are not limited to the following:*
 - *Human resources policies should include general employment benefits and practices e.g., performance management, recruitment, compensation and benefits, hours of work, vacation.*
 - *In addition to legislated human rights, policies should include diversity and inclusion, e.g., sexism, racism, heterosexism, ableism, ageism, and classism.*
 - *Policies should also address such things as psychological health, (including workload issues), flexible work arrangements where feasible, physical health, and safety.*

NOTE:

Diversity includes cultural (e.g. language, religious affiliation, traditions, race), socio-economic (e.g. social origin, residence, education, professional experience, income, family status), political (e.g. national origin, world view), and physical factors (e.g. age, mental and physical abilities), and is critically increased by gender which intersects with each of the aforementioned determinants.

Source: <http://www.lbs.ac.at/academic-programs/research-development/working-definition-of-interculturality> (Lauder Business School)

e) A baseline employee engagement survey is conducted and plans are in development to address key identified issues.

☐ *A baseline employee engagement survey could address things such as:*

- *Engagement*
- *Satisfaction*
- *Security and safety*
- *Trust and confidence in management*
- *Management support*
- *Stress levels*
- *Co-worker cohesion*
- *Learning and development*
- *Commitment and loyalty*
- *Healthy work environment*
- *Diversity*
- *Innovation*
- *Inclusion*
- *Rewards and recognition*
- *Work Life Balance*
- *Job security*
- *Loyalty*
- *Communication*

☐ *Survey results are reviewed and key opportunities prioritized. A related plan to address these opportunities is in development.*

f) Employees clearly understand their roles and responsibilities as outlined in current position descriptions.

☐ *Current position descriptions are in place and shared with appropriate employees.*

☐ *A good practice would be that everyone's job description, with identified competencies, be available to all employees for career development.*

☐ *Practices are in place and monitored to ensure employees at all levels are aware of how their role impacts the strategic direction of the organization.*

GOOD PRACTICES:

Celebrate employee appreciation days!

Create CEO Webcasts and/or Blogs to endorse programs and priorities.

Have coffee with the CEO

Put PEOPLE first!

1.5 PROCESSES

PROCESS IMPROVEMENT

- a) **There is a commitment to better manage and improve key processes and/or procedures, in the organization, including a focus on prevention-based process management.**
 - ☐ *A method exists to design, document, and report on processes and/or procedures that are developed in line with the organization's priorities and mandate.*
- b) **Key processes and process owners have been identified.**
 - ☐ *Key processes are those that are essential to achieve the organization's mission (without them you wouldn't be you).*
- c) **Training for process management and related tools is planned and/or underway for involved employees.**
 - ☐ *Initial training has been undertaken (or planned) to assist the organization to establish a consistent and common approach to process management.*
 - ☐ *This training should include how to effectively measure and analyze key processes with a goal of continual improvement.*

TIP:

Excellence Canada provides courses for process management.

www.excellence.ca/en/training-and-consulting/

GOOD PRACTICE:

A good practice would be to document how to develop and communicate a process and/or procedure in a consistent way across the organization.

PROJECT MANAGEMENT

d) Key projects have been identified.

- ☐ *Key projects, those that help achieve strategic goals, have been identified using a consistent method*

e) Training for project management and related tools is planned and/or underway for involved employees.

- ☐ *Initial training has been undertaken (or planned) to assist the organization to establish a consistent and common approach to project management.*
- ☐ *This training should address desired outcomes and key milestones*

PROCUREMENT

f) A list of key suppliers is available for employees as required.

- ☐ *The organization has a process to define its key suppliers (e.g. defined as comprising 80% of annual procurement spend – typically 20% of an organization's suppliers).*
- ☐ *A list of key suppliers is accessible by appropriate employees*

g) A procurement policy has been established and shared with employees, as required.

- ☐ *A procurement policy should address areas which include things such as:*
 - ☐ *The process to purchase*
 - ☐ *Signing authorities by level of spend*
 - ☐ *EOI (Expression of Interest)*
 - ☐ *RFI (Request for Information)*
 - ☐ *RFB (Request for Bid)*
 - ☐ *RFP (Request for Proposal)*
 - ☐ *Purchase order process*
 - ☐ *Single-sourcing*
- ☐ *The policy is kept current and shared with appropriate employees.*

h) Appropriate information and criteria is used to select capable suppliers.

- ☐ *Selection criteria have been developed and are used to select capable suppliers.*
- ☐ *Selection criteria could include track record and references of potential suppliers including meeting performance standards, e.g., quality level, on-time delivery, on-budget, customer satisfaction.*

GOOD PRACTICE:

Develop an on-boarding process with new vendors that includes security, Quality & Environmental standards (e.g. ISO 9001) and privacy reviews as well as legal contracts.



Coaching Tips

We strongly recommend you engage a Coach to assist you with:

- ☐ Updating your charter, implementation path and communication strategy based on Lessons Learned at Bronze Level.
- ☐ Conducting a self-assessment and building a related action plan.
- ☐ Assisting with implementation.
- ☐ Building process and project management capacity in your organization as you document your processes and begin to improve them.
- ☐ Conduct a mock verification before the *Excellence Canada* verification.

2.1 LEADERSHIP

GOVERNANCE

- a) **Governance framework policies applicable to the organization's mandate and goals have been established, and such policies have been communicated across all areas.**
- ☐ *The organization has a clear understanding of the regulatory environment in which it operates. Organizational policies ensure compliance, for which a designated executive is responsible.*
 - ☐ *The organization has in place a set of financial controls that can be audited and complies with current standards for accounting principles, e.g., GAAP (Generally Accepted Accounting Principles), IFRS (International Financial Reporting Standards) or equivalent.*
 - ☐ *The organization can demonstrate a sound internal control environment.*
 - ☐ *The organization has a comprehensive policy in place for physical and cyber security. Auditors or other external bodies validate the effectiveness of security that protects sensitive assets. The organization has a privacy policy in place. The policy has appropriate validations, such as internal privacy audits, or privacy audits of vendors who handle personal information for the organization.*
 - ☐ *Other policies could include CEO compensation and performance, composition of Board members, financial disclosure, code of ethics, legal and regulatory requirements.*
 - ☐ *The effectiveness of the organization's controls and auditing procedures can be demonstrated through successive years of positive results associated with:*
 - *Composition of Board members, which reflects a balance of community diversity and stakeholder interests*
 - *Roles, responsibilities and rights of Board*
 - *Documented mandates and roles of all board committees*
 - *Board effectiveness, e.g., due diligence, adherence to policies and standards, no undue influence, conflict of interest and conflict resolution*
 - *CEO compensation and performance*
 - *Adherence to privacy regulations*
 - *Protection and security of privileged information*
 - *Financial performance and disclosure*
 - *Legal and regulatory requirements*
 - *Internal controls, e.g., control of assets, technology, signing authority, enterprise risk management*
 - *Adherence to code of ethics.*

b) Indicators of effectiveness of leadership have been established and measured for both Board of Directors and senior management.

- ☐ *Indicators of effectiveness have been identified for both personal and organizational leadership and a method for measurement established.*
- ☐ *Effectiveness could be measured through things like:*
 - *Organizational results against strategic goals*
 - *Achievement of individual goals*
 - *Customer survey results*
 - *Employee survey results, specifically trust in leadership*
 - *360-degree feedback results*
 - *Customer and/or Employee Focus group results*
 - *Additional feedback mechanisms may assist in gathering input, including town halls, forums, blogs*
 - *Effectiveness of succession planning.*
- ☐ *The performance development goals for people leaders should include leadership effectiveness, (e.g. in one organization 25% of the goals related to leadership effectiveness for managers).*

LEADERSHIP

c) There is clear accountability and cascading of responsibility for excellence, innovation and wellness.

- ☐ *Leaders at all levels are accountable for implementing and supporting the principles outlined in 1.1a, and for planning and related activities associated with excellence, innovation and wellness.*
- ☐ *There is evidence of a clear cascade of responsibility throughout the management structure.*
- ☐ *Responsibility and accountability are reflected in job descriptions and the individual performance plans of management employees.*

d) A leadership development program is in place that focuses on improving leadership, management and supervisory skills and abilities.

- ☐ *There is a leadership development program in place focused on improving the interpersonal skills and abilities for people leaders. This program should include experiential learning, e.g. mentoring, job-shadowing, job rotation, and 180 feedback (and possibly 360). It also includes the development of soft skills, such as communications, coaching, change leadership, emotional intelligence, resolving conflict and interpersonal relations.*
- ☐ *Leaders serve as role models through their active participation in internal training programs and mentoring.*
- ☐ *There is consistency across the organization by people leaders in the application of effective interpersonal skills in managing and leading employees.*
- ☐ *Education and development may be provided internally, e.g., in-house seminars, mentoring, on-the-job training; and externally, e.g., conferences, learning institutions, professional associations.*
- ☐ *Performance management training includes the development of skills needed to respond to signs of burnout and emotional distress among employees.*
- ☐ *Training on mental health should be a priority.*
- ☐ *Management training includes information about instituting accommodations for employees with identified needs.*
- ☐ *Leadership competencies have been identified and agreed upon, and gaps addressed.*
- ☐ *The organization evaluates the effectiveness of its leadership skills training.*
- ☐ *Managers are provided with the necessary support to carry out their responsibilities.*

e) Leaders at all levels influence, and are held accountable for, strengthening organizational culture.

- ☐ *The organization assesses and reviews its culture, and communicates assessment outcomes in a systematic manner. The assessments and reviews are done, for example, through surveys, focus groups, and interviews with senior management.*
- ☐ *Ethical behaviour is reinforced at all levels of the organization.*
- ☐ *Methods of removing negative influences on organizational culture are incorporated into the performance management plans.*
- ☐ *There is a goal to reinforce formal work-life balance plans. This is supported by a communication strategy, and with training and coaching to assist line management to implement the plan.*
- ☐ *There is a facilitated process where employees can discuss and make suggestions on the culture-change process.*
- ☐ *The organization evaluates the effectiveness of its management-skills training through such things as employee engagement surveys, succession planning effectiveness, performance development programs, and focus groups.*
- ☐ *Training on “soft” skills is a high priority (e.g., communications, coaching, interpersonal relations) and is included in core management training.*
- ☐ *The comprehensive nature of what excellence, innovation and wellness means (all elements) is part of management and supervisory training.*
- ☐ *Leaders are held accountable to model expected behaviours.*
- ☐ *People are treated in a fair and equitable manner.*

f) Leaders at all levels promote and nurture innovation, and successes and lessons learned are shared and celebrated.

- ☐ *A system has been developed to nurture innovation and successes.*
- ☐ *Leaders are trained on how to promote and nurture innovation. This includes a focus on orchestration to address large-scale risk in a way that does not hamper innovation. Leaders encourage diffusion across and through the organization and everyone agrees to greater visibility and accountability for innovation.²*
- ☐ *It is easy to contribute an innovative idea, e.g. through meetings, blogs, intranet. Contributions are acknowledged with thanks and appropriate action taken using the PDCA continual improvement cycle (Plan-Do-Check-Act).*
- ☐ *Lessons learned are captured and shared.*
- ☐ *Successes are recognized and celebrated. This could be accomplished with small awards, recognition at events, posting on the intranet or privately.*

² p 62. Note: Several guidance comments on innovation throughout this Guide have been sourced from Agile Innovation, by Langdon Morris, Moses MA and Po Chi Wu, PhD; ©2014 by Innovation Labs LLC.

- g) **Efforts are made to reduce silos through methods such as transparency, knowledge sharing and effective communication.**
- ☐ *Work has begun to ensure that communication flows up, down and across the organization. This may be done through venues such as town halls, sharing of best practices/stories on the intranet, TV screens, and bulletin boards.*
 - ☐ *Opportunities are created to bring people together from across the organization. These may include departmental open houses, annual show and tells, and social events.*
 - ☐ *There is a true open door policy at all levels to encourage sharing of information.*
- h) **The corporate social responsibility (CSR) plan demonstrates the organization's commitment to its community and society.**
- ☐ *The organization recognizes its responsibility towards society, community and the environment.*
 - ☐ *In developing the plan, the organization considers what is important to stakeholders.*
 - ☐ *The CSR plan demonstrates ways the organization is involved in the community and how this improves the health and well-being of employees, their families and other members of the community.*
 - ☐ *The organization supports and promotes CSR activities that are voluntary and seen as going above and beyond what is legislated or required.*

The CSR plan may include things like:

- *Waste reduction*
- *Community clean up days*
- *A corporate philanthropic budget*
- *Participation in charity events*
- *Employee volunteerism in the community, e.g. some organizations allow 1 day for each employee to contribute to the community*
- *Exceeding legislative requirements, such as implementing voluntary controls over pollutants including air and water releases from the organization.*
- *Supporting environmental initiatives to reduce greenhouse gases and carbon footprint, e.g., bike to work, employee commuting programs, etc.*
- *Supporting community development projects (Habitat for Humanity, business development, anti-litter campaigns, etc.).*
- *Being a role model for community leadership and advocacy.*
- *Supporting literacy programs, child care programs, etc.*

i) Management fosters an open and transparent work environment, as assessed by employees.

- ☐ *Employees feel comfortable and safe to speak their minds, good or bad, and are encouraged to do so*
- ☐ *Management demonstrates respect for all input, e.g. Don't shoot the messenger*
- ☐ *There are no hidden agendas*
- ☐ *Management is always true to their word when communicating good and bad news*
- ☐ *Employees say that they trust their managers at all levels, e.g. via surveys*

2.2 PLANNING

PLEASE NOTE THAT THERE ARE
EXAMPLES OF PLANS AND METRICS TO
ASSIST YOU AT THE BACK OF THIS GUIDE

- a) **An organization-wide strategic plan, including Key Performance Indicators and a dashboard, e.g., a balanced scorecard, has been developed and implemented with input from all stakeholders.**
- ☐ *Typical strategic plans span three years or more and are usually revisited and updated annually or as required. Some organizations have “rolling” three-year plans.*
 - ☐ *A balanced scorecard has been developed to track achievement to key performance indicators. One example is the Kaplan Norton model, which includes four quadrants, one each for Customers, Financial, Internal Business Processes, and Learning and Growth. (See Planning & Metrics Section at back of Guide)*
 - ☐ *While this is a senior management and/or Board level responsibility, stakeholder input (including some employees) is important to ensure buy-in across the organization and successful implementation.*
 - ☐ *The strategic plan includes an environmental scan, SWOT analysis, high level goals with measurements and linkages to operational plans. Work has begun to cascade goals down to the employees and their personal goals for complete alignment.*
 - ☐ *Once the strategic plan is understood and approved by the Board, the annual operating plan is then developed with clear linkage to the strategic plan.*
 - *The objective of the annual plan is to translate the strategic plan into tactical, operational, and/or departmental plans and improvement priorities (improvement plan). This linkage assists the organization in establishing a clear direction, while balancing the priorities, commitments, and specific goals (short-term and long-term) of various departments. Key customers and partners may be integral in the development, execution, and refinement of organizational plans. They may assist in prioritizing objectives, initiatives, and improvement projects.*
 - ☐ *Financial management: Monthly and quarterly analyses of budget variances and reports are provided to the senior management team.*
 - ☐ *Key performance measures are identified and baselines established, e.g., customer satisfaction, employee engagement, wellness metrics, and financial results.*

- b) **An assessment to this *Excellence, Innovation and Wellness*® Standard is conducted regularly and the identified opportunities are built into improvement plans.**
- ☐ *Self-assessments (check-ins) continue to be conducted to assess progress to EIW Silver.*
 - ☐ *Strengths and opportunities are identified and scores assigned for calibration and prioritization purposes.*
 - ☐ *The organization continues to build and sustain identified strengths.*
 - ☐ *Opportunities are built into improvement plans, which are implemented and monitored for success.*
- c) **Flowing out of the strategic plan, an annual operating plan, with key priorities and clear goals, has been developed that relates to excellence, innovation and wellness. The operational plan is:**
- ☐ **Established with input from key stakeholders**
 - *Key stakeholders are involved in helping to establish SMART, or at a minimum clear, goals.*
 - *A cross-functional approach is used to develop and share goals.*
 - ☐ **Aligned with the operating budget**
 - *Sufficient operating budget is allocated for the achievement of the goals.*
 - ☐ **Communicated across the organization to build awareness.**
 - *The organization acknowledges that it is beneficial for employees to have a common understanding of the organization's strategic direction and improvement goals. The organization also acknowledges the role of employees in helping to achieve these goals.*
 - *Communication approaches (notably on goals) are multi-faceted and may include:*
 - *Bulletins*
 - *Emails*
 - *Meetings (e.g., discussions, informational updates, and committee meetings)*
 - *Newsletters*
 - *One-on-one discussions*
 - *Videos.*
 - *The organization tracks progress of the improvement plan. There also is a process for communicating the progress.*

d) A financial management system has been developed to track financial performance.

- ☐ *The financial management system should include both short-term and longer-term planning. Short-term planning is generally concerned with profit planning or budgeting. Long-term planning is generally strategic, setting goals for growth and sustainability over a minimum of three to five years.*
- ☐ *The plan describes each of the activities, resources, equipment and materials that are needed to achieve these objectives, as well as the timeframes involved.*
- ☐ *Departmental budgets have been developed and shared with employees.*
- ☐ *Regular financial reporting is a part of the normal organizational reporting performance management process.*

e) An enterprise risk management (ERM) plan has been developed to address identified risks.

- ☐ *The plan identifies particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determines a response strategy, and monitors progress.*
- ☐ *It also includes key metrics for how the plan will be monitored and evaluated for progress.*
- ☐ *Risks can include technology, cyber security, business continuity, pandemic, environmental, operational, people's safety and health, disaster, crisis, customers, etc.*

f) An innovation plan has been developed and shared.

- ☐ *There is an innovation plan that relates to key strategic goals. The Plan answers the following questions such as³:*
 - ✓ *Why innovate? i.e. how it links to your overall strategic plan*
 - ✓ *What to innovate? i.e. designing and developing your innovation portfolio (what you choose to work on based on strategic priorities and capacity)*
 - ✓ *How to innovate? i.e. your innovation process, e.g. team-based, leadership orchestrated, documentation to approve go-forward*
 - ✓ *Who innovates? i.e. who is going to do what in terms of research and development and beyond to operations and/or sales*
 - ✓ *Where to innovate? i.e. infrastructure, support systems and tools required (e.g. Velocity Garage – University of Waterloo)*
- ☐ *Key steps in the plan include envisioning, engaging, evolving, evaluating and executing. See The Five Sub-processes for innovation management chart in the Plans and Key Performance Indicators Section at the back of this Guide.*
- ☐ *Employees are aware of the innovation plan and understand what innovation means to them, and how they can be involved and participate.*
- ☐ *Resources are set aside (e.g., space, time) to enable innovation, and innovation objectives are reflected in employee performance plans.*
- ☐ *The organization encourages advancements in process improvement, project management, technology and services using creative thinking and collaboration.*

Group 1 – Impact/Effort Matrix



4

³ Morris, Ma, Wu, *Agile Innovation*, 2014, page 68

⁴ York Region

g) A knowledge management system that aligns to a workforce plan is in place. The plan includes capturing and sharing of lessons learned.

- ☐ *There is a formal system designed to capture and retain knowledge and internal expertise.*
- ☐ *The system is based on two critical activities: (1) capture and documentation of individual explicit and tacit knowledge, and (2) its dissemination within the organization.*
- ☐ *There are different levels of knowledge:*
 - *enterprise intelligence,*
 - *information creation, sharing and management, and*
 - *document management.*
- ☐ *Strategies and processes are designed to identify, capture, structure, value, leverage, and share an organization's intellectual assets to enhance its performance and/or competitiveness.*
- ☐ *An effective practice could include documenting critical knowledge that resides in people's heads. This will ensure that as people leave the organization, the knowledge does not "walk out the door."*

h) An information technology plan has been developed to support the operational goals.

- ☐ *An Information Technology (IT) strategy has been developed with input from appropriate stakeholders*
- ☐ *The linkage of corporate business strategy and technology strategy plays an important role in organization's success. Technology forecasting, technology assessment and product planning are integrated by road-mapping.*
- ☐ *Employees understand the priorities for implementation of new technologies*
- ☐ *Technology supports the operation of all other plans*

TIP:

You may wish to consider integrated technology road-mapping which provides a practical instrument for middle- and long-range technology development and corporate business strategy formulation by aligning internal and external resources and social marketing factors.

Technology roadmaps help you to identify new business opportunities, validate internal knowledge and communicate ideas, improve your technology portfolio decisions, and develop effective technology strategy.

i) **A communication plan has been developed for both internal and external stakeholders.**

- ☐ *A communication plan is a written document that describes*
 - *the business outcomes that the communication plan will support*
 - *what you want to accomplish with your organization's communications (your objectives),*
 - *ways in which those objectives can be accomplished (your goals or program of work),*
 - *to whom your organization communications will be addressed (your audiences),*
 - *how you will accomplish your objectives (the tools and timetable), and*
 - *how you will measure the results of your program (evaluation).*
- ☐ *The communication plan should provide strategies for both internal and external stakeholders.*
- ☐ *Multiple channels (e.g., newsletters, bulletins, intranet, updates and face-to-face opportunities for discussion) are used to communicate with employees at all levels.*
- ☐ *Internet, social media, are often used to communicate with external stakeholders*
- ☐ *Internal and external communications should relate to one another*



Strong planning helps to “connect the dots” across the organization to ensure effective alignment in planning and subsequent implementation.

2.3 CUSTOMERS

CUSTOMERS

- a) **Linked to the strategic plan, a customer experience plan or strategy is in place that defines the customer experience, with a plan of how to execute the plan and measure results.**

(See planning section after the Platinum requirements for more guidance.)

- ☐ *A typical customer experience plan includes strategies for optimizing such things as loyalty, satisfaction, retention, life cycles, products and services, market share, growth, and new markets.*
- ☐ *A customer experience plan reflects a strategic process to manage the customer's entire experience through feedback, analysis and customer participation in the corporate culture in order to improve overall performance.*
- ☐ *Measures have been established to monitor ongoing improvement.*
- ☐ *There is evidence that this plan/strategy links to the strategic plan.*

- b) **Customer requirements are identified, analyzed and embedded in the customer experience plan.**

- ☐ *There is a process in place for gathering, identifying and analyzing customer requirements. This process defines what information is to be collected, how it is to be collected, by whom and by when.*
- ☐ *The organization has a good appreciation of customer requirements, which are well communicated to appropriate employees across the organization.*
- ☐ *There is a process in place to ensure effective customer services are provided.*

- c) **Service standards exist at key customer contact points and have been communicated to relevant stakeholders.**

- ☐ *Key customer contact points have been identified for both internal and external customers.*
- ☐ *Service standards have been developed and applied at key customer contact points, and these service standards are integrated into team or individual performance plans.*
- ☐ *Customers rate performance against the standards through methods such as surveys, meetings and focus groups, and results are measured, monitored and shared with all appropriate employees.*
- ☐ *Accountability for meeting the customer service standards is assigned, communicated and monitored.*

d) Mechanisms are in place for customers to:

- ☐ **Provide input on their requirements;**
- ☐ **Seek assistance; and**
- ☐ **Give feedback on measures that are relevant to them.**
 - *Avenues are provided which make it easy and comfortable for customers to inquire, seek assistance, and express concerns or comments.*
 - *The organization has a system that gathers and analyzes customer input, e.g., complaints, dialogues, general inquiries, survey responses, compliments.*
 - ✓ *The information is forwarded to the appropriate employees for timely action and follow-up as needed.*
 - ✓ *A report on progress is provided back to the customer.*
 - ✓ *Compliments are placed in the employee's file and shared with his/her manager.*
 - ✓ *The Company has a process to communicate, recognize and acknowledge compliments with the identified employee.*
 - *All interactions with the customer base are courteous, accurate, timely, and respectful.*

GOOD PRACTICE:

Create a formal tracking system for complaints, compliments and comments.

e) Baseline voice of the customer feedback measures for both internal and external customers have been implemented. Results have been collected, and used to inform planning and innovation.

- ☐ *Baseline feedback measures have been identified.*
- ☐ *Regular feedback mechanisms are in place to measure customer feedback against baseline measures e.g., surveys, focus groups and meetings.*
- ☐ *There is evidence that feedback results have been addressed, communicated to relevant stakeholders, and used for ongoing planning for improvement and innovation.*
- ☐ *Customer engagement and feedback as you progress is also vital to successful innovation.*
- ☐ *The voice of the customer is monitored, engaged and/or managed through traditional direct channels, e.g., call centres, retail outlets, face-to-face interactions, as well as indirect channels, e.g., social media and lobbying.*

GOOD PRACTICE:

When surveying your customers, ask them what they would like to see in the future.

Form customer focus groups to assist you improve your processes.

f) The value of the organization's services has been communicated to its stakeholders.

- ☐ *A statement regarding the value of the organization's services and/or products has been developed and communicated broadly to its stakeholders. This communication includes a value proposition, addressing such things as competitive advantage, financial benefit, quality, and reliability. It links the product and/or service characteristics to the customers' requirements, needs, and expectations.*
- ☐ *The organization communicates its marketing goals, strategies, and plans to appropriate employees and partners.*
- ☐ *The organization has established a process to communicate the value of its product and/or service externally (e.g., customers, partners, society, market) and to employees. Communication may include these methods:

Internet, advertising, conferences, newsletters, emails, testimonials, tradeshow, meetings, discussions, etc.*

GOOD PRACTICE:

Develop an internal customer survey with questions that directly link back to external customer service standards.

PARTNERS

- g) Partnership agreements are in place that define the relationship, roles and responsibilities and desired outcomes.
- ☐ *Strategic priorities and values of both parties have been reviewed and updated.*
 - ☐ *Roles and responsibilities have been reviewed and updated as required.*
 - ☐ *Partnership goals and objectives are reviewed and updated as required.*

2.4 PEOPLE

- a) **A human resources (HR) plan and a wellness plan are in place, and clearly link to the overall strategic plan and related operational plans.**
- ☐ *Human resource planning identifies the skills and competencies needed to achieve the broad objectives in the strategic plan.*
 - ☐ *A typical Human Resources Plan would include strategies for recruitment, retention, workforce planning, capacity building, organizational development and training, compensation and benefits, union relations, diversity and inclusion, and rewards and recognition.*
 - ☐ *A typical Wellness Plan would address the needs of employees and strategies to address physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health.*
 - ☐ *A typical Voice of the Employee strategy would include collection of data for employee engagement and satisfaction.*
 - ☐ *There is evidence that these plans link to the overall Strategic Plan and related operational plans.*
- b) **A workforce plan is in place to support attraction, talent management, succession planning and retention strategies.**
- ☐ *A workforce plan encompasses many aspects of managing human resources, and links to other plans as well, e.g.,*
 - *Talent identification and development of leaders*
 - *Coaching, mentoring strategies*
 - *Analysis of competencies and organizational future/current needs*
 - *Learning plans and strategies to meet organizational needs*
 - *Analysis of fluctuations in workload and needed workforce levels, e.g. overtime required*
 - *Analysis of historical trends in scheduled and unscheduled leave*
 - *Recommended policies for scheduling vacations*
 - *Systems for tracking and managing leaves*
 - *Analysis of absenteeism and interventions to reduce it*
 - *Flexible staffing strategies*
 - *There should be a link to risk management and knowledge management, i.e., as people retire or leave are systems and procedures documented and talent not just walking out the door?*

- c) **There is a system in place for recruitment, selection and on-boarding of employees.**
- ☐ *The organization has an effective recruitment and selection process.*
 - ☐ *Recruitment and selection approaches include internal postings, referral programs, and partnering with local universities, colleges, and other learning institutions, as well as traditional external recruitment avenues, including recruitment firms, new Canadian placement centres, Aboriginal communities, and community centres.*
 - ☐ *There is a formal on-boarding process including orientation for new employees.*
 - ☐ *Some organizations have an internal referral system with rewards associated with hiring someone external that an employee has put forward.*
- d) **There is a system in place for managing employee performance and development in line with departmental, operational and strategic goals.**
- ☐ *Performance management approaches and systems provide objective feedback to people on how they are doing. It also helps identify areas where education and/or training would provide opportunities for individual growth and advancement.*
 - ☐ *Performance management reviews can include:*
 - *Performance against identified goals and objectives*
 - *Job description review*
 - *Career expectations*
 - *Developmental and learning needs*
 - *Support for ethical behaviour and organizational values.*
 - ☐ *Performance management reviews could also include identification and appraisal of the processes within which an individual works to identify opportunities to enhance performance and roadblocks that hinder performance.*
- e) **Training and development requirements are determined with employee input, and employees are assisted in acquiring and implementing new skills.**
- ☐ *The organization considers what is needed to achieve the organization's strategic objectives. The individual's needs to learn and grow are also considered.*
 - ☐ *The identification of education and development needs is assisted by using performance reviews by supervisors, peers, subordinates, clients, and partners, as well as through discussions with employees. Fulfilling these needs is encouraged, and necessary resources are provided where possible.*
 - ☐ *Employees have access to education and development opportunities where feasible.*
 - ☐ *Training needs could be linked to the knowledge management plan.*

- f) Human resources indicators are identified, measured and analyzed, and the results are used to inform planning.**
- ☐ *Human resource indicators are developed, monitored and measured and the results shared with appropriate stakeholders.*
 - ☐ *Examples of human resources measures include training and development, absenteeism, EAP usage, accident, injuries, turnover/retention rates, short-term and disability rates, extended health benefits usage.*
 - ☐ *Examples of wellness indicators include high level risk factors identified in aggregate through conducting a Health Risk Assessment as well as a “needs assessment” to identify employees needs and wants with regard to the four elements of wellness: physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health. Measures could also include participation in wellness programs.*
 - ☐ *Information identified from assessments and results of baseline measures are used to inform ongoing planning and employee wellness programs.*
- g) Employee engagement and innovation is measured, results are shared and employees are involved in developing and implementing action plans.**
- ☐ *Examples of voice of the employee indicators include:*
 - *Engagement*
 - *Satisfaction*
 - *Security and safety*
 - *Trust and confidence in management*
 - *Management support*
 - *Stress levels*
 - *Co-worker cohesion*
 - *Learning and development*
 - *Commitment and loyalty*
 - *Healthy work environment*
 - *Diversity*
 - *Innovation*
 - *Inclusion*
 - *Rewards and recognition*
 - *Work Life Balance*
 - *Job security*
 - *Loyalty*
 - *Communication*
 - ☐ *The organization fosters participation and actively solicits ideas and suggestions from employees across the organization.*
 - ☐ *A suggestion process is in place that encourages people to provide their ideas and suggestions for improvement. Suggestions are reviewed in terms of merit and their relevance to the strategic and/or improvement plans.*
 - ☐ *Ideally all suggestions receive a response in a timely manner – those accepted and those rejected. Response needs to happen quickly, because people often withhold ideas and suggestions when response is slow or indifferent.*

- ☐ *The organization has methods in place to encourage, support and measure innovation. These include scheduled brainstorming sessions, as well as ways of reporting:*
 - *Innovation balance sheet (ROIInnovation)*
 - *Innovation velocity (I feel the need for speed! – Top Gun movie)*
 - *Innovation success rates*
 - *Sharing effective practices*
 - *Celebrating results*
 - *Reinforcing lessons learned.*
- h) A wellness assessment has been conducted and its results, as well as reviews of data such as benefit claims, are used to identify physical and psychological health and safety hazards and risks.**
 - ☐ *This Requirement has a direct link to a wellness plan, as the content and development of the plan should be based on the outcomes of an assessment.*
 - ☐ *Assessments cover the four elements that influence and have an effect on employee health and well-being: physical environment, health practices, workplace culture and corporate social responsibility.*
 - ☐ *Assessment(s) include the identification of strengths, opportunities and physical and psychological health and safety risks and hazards of the workplace culture.*
 - ☐ *Risks include both physical and psychosocial factors that impact financial, operational, human resources (including policy), and legal responsibility.*
 - ☐ *The assessment(s) include identification of opportunities to promote physical and psychological health and safety in the workplace.*
 - ☐ *Various methods are used to complete the employee needs assessment (for example, questionnaire, health risk appraisal, focus groups, or a combination of various methodologies).*
 - ☐ *Health Risk Assessment (HRA) will include screening for health biometrics, ergonomic needs, immunization and other health needs and interests of the employees.*
 - ☐ *There is awareness and understanding of tools available to identify risks in the workplace, e.g., psychosocial risk factors (i.e., Guarding Minds @ Work), health risk assessments, employee satisfaction and engagement surveys, Excellence Canada's "Healthy Workplace Check-up," etc.*
 - ☐ *A broad cross section of employees and key stakeholders (including offsite, shift workers or workers on extended leave) are involved in the needs assessment and in validating the findings.*
 - ☐ *There is awareness of existing organizational practices that promote a physical and psychologically healthy workplace.*

- i) **Management provides various avenues for employees to provide feedback, and to put forward innovative ideas and suggestions for improvement.**
- ☐ *Methods are in place to ensure employees at all levels have an opportunity to provide input and feedback, e.g., focus groups, surveys, staff forums, meetings and committees, suggestion boxes, etc.*
 - ☐ *The organization can demonstrate that the methods are working effectively.*
 - ☐ *Employees' ideas for planning and assessment of programs as well as for monitoring progress on agreed programs are reviewed.*
- j) **A rewards and recognition program is under development, ensuring both individual and team (functional and cross functional) approaches, with a focus on rewards and recognition initiatives.**
- ☐ *Recognition systems are in place, both informal and formal.*
 - ☐ *Recognition, or reward for suggestions, is perceived by employees as fair and consistent throughout the organization.*
 - ☐ *There is a process to determine how individuals prefer to be recognized. There are options to personalize the recognition given. Employees like to be asked what kind of recognition suits them best, and it can be tailored by department, by person, etc.*
 - ☐ *The recognition system links to the goals of the organization.*
 - ☐ *Recognition is based on individual performance, team performance or both.*
 - ☐ *Although recognition may differ across departments, the culture and application of providing recognition should be consistent in all areas, e.g., should not be dependent on the manager's style.*

SAINT ELIZABETH

Saint Elizabeth introduced a new program called "Soapbox" where employees can electronically submit ideas, and other employees vote on or "like" the idea. Once the idea gets a certain number of "likes" it is elevated for consideration. Feedback is provided on progress, and it is a transparent process.

k) Policies for diversity and inclusion are well understood as reflected in daily practice.

- ☐ *The organization's leadership (i.e., Board of Directors and senior leaders) prioritizes demographic representation of employees that reflects the client and community base.*
- ☐ *Diversity is understood in terms of dimensions that include but are not limited to race, age, place of origin, religion, ancestry, aboriginal status, skin colour, citizenship, sex, gender, identity, sexual orientation, ethnic origin, disability/ability, marital, parental or family status, same-sex partnership status, creed, language, educational background, literacy level, geographic location, income level, cultural traditions and work experience.*
- ☐ *People from diverse ethnic cultures and with differing beliefs and values are comfortable working for the organization, feel valued and are encouraged to participate in development opportunities.*
- ☐ *Employees feel valued and essential to the success of the organization.*
- ☐ *There are programs in place, e.g., cultural celebrations, quiet rooms, prayer rooms, where employees feel a need for them.*
- ☐ *Employees are asked their preferences and preferences are respected.*
- ☐ *The organization develops and offers diversity and freedom from discrimination and harassment training to all employees, management and non-management. This may be in the form of modules, or integrated into current training and orientation programs. The training should reference the applicable federal or provincial human rights acts and align to the core values of the organization.*
- ☐ *The organization monitors employee perceptions of the degree to which personal beliefs and choices are respected within the organization. Monitoring may be through surveys and/or focus groups.*
- ☐ *The organization demonstrates respect for diversity by accommodating employees accordingly (e.g. personal time provided for religious holidays) and through such things as cultural history months, multicultural food buffets, stories on the intranet, celebrations recruiting from sources that advocate for diverse individuals (i.e. new Canadians, people with disabilities, Aboriginals, etc.). Space is allocated and time is allowed for personal contemplation and relaxation (e.g., quiet rooms, prayer rooms, etc.).*

CARLETON UNIVERSITY

Carleton introduced a "Dragon's Den" for departments to "pitch" ideas.

2.5 PROCESSES

PROCESS IMPROVEMENT

- a) **Key work processes and/or procedures are documented using a consistent, continual improvement methodology across the organization, and are easily accessible by employees.**
- ☐ *Following a review of customer-facing activities, key processes are identified:*
 - *With input from people directly involved with the work, and*
 - *Through a review of the materials and information needed.*
 - ☐ *These key processes are mapped, communicated, and understood by those affected.*
 - ☐ *Work procedures are documented and accessible to everyone who needs them.*
 - ☐ *There is a consistent methodology for documentation utilized across the organization.*
- b) **Key internal stakeholders across organizational levels are involved in process improvement activities with demonstrated input from employees directly impacted by any changes in an environment that encourages innovation.**
- ☐ *Cross functional and cross level teams are used to analyze and improve processes and procedures.*
 - ☐ *Those employees or their representatives that are directly impacted by a process change are involved in any changes to work processes.*
 - ☐ *Incremental innovations are often small changes to existing products or services and related processes. Kaizen (small changes for the better) is often employed by employees at all levels to improve the effectiveness of their processes for internal and external customers.*

- c) **Key processes are assessed for their impact on the physical and psychological health and safety of employees, customers, partners and suppliers, as applicable.**
- ☐ *Procedures covering work processes and systems can have a positive or negative impact on employee and customer health and safety, and on the environment. These procedures are fully documented, understood, and monitored for any non-conformances.*
 - ☐ *The organization evaluates work procedures and processes for their impact on the health and safety of employees, customers, partners and suppliers, as appropriate, e.g., ergonomic design and testing prior to introduction of processes or procedures.*
 - ☐ *The organization assesses and addresses potential impacts on mental and physical health and safety when new technologies and/or work systems are planned for introduction. There also is an assessment after implementation.*
- d) **Key measures have been identified and data is actively being collected and used to measure and monitor key process stability.**
- ☐ *Key processes are often cross-functional. Selected measures for all key processes should be established with input and review from the people and/or functions impacting the process flow. Note that not all process stages are measured – only those selected as being important to keep track of process flow in a practical manner.*
 - ☐ *Process performance measures are used to improve processes.*
 - ☐ *For each key process, there is documentation of:*
 - *What is to be measured*
 - *How it is to be measured*
 - *At what stage of the process the measurement should occur.*
 - *The results and who has been advised*
 - ☐ *Among other positive benefits, it is evident that process improvements have resulted in one or more of the following:*

• <i>Improved cycle times</i>	• <i>Fewer errors</i>
• <i>Reduced waste</i>	• <i>Innovation</i>
• <i>Higher productivity and/or yields</i>	• <i>Efficiency</i>
• <i>Reduced operating costs</i>	• <i>Attainment of standards</i>
• <i>Number of design iterations</i>	• <i>Indicators of reliability</i>
• <i>Less re-work</i>	• <i>Reduced costs related to re-work.</i>
 - ☐ *Process performance measures and results are openly and regularly communicated in an understandable format throughout the organization. Measures may be communicated by a variety of means, such as direct discussions or meetings (preferably), internal mail, bulletin boards, and e-mail. Charts, graphs, and other visuals assist the understanding of performance measures.*

PROJECT MANAGEMENT

e) A standardized methodology is in place for managing key projects.

- ☐ *A standardized method is in place for identifying and managing projects which is consistently applied across identified areas of the organization.*
- ☐ *Projects are identified on established criteria including such things as strategic goals and priorities, return on investment, and ease of completion.*
- ☐ *All types of innovation could be considered for projects (like processes) depending on risk appetite, resources etc. These include⁵:*
 - *Incremental innovations (e.g. small changes to services, products and/or processes).*
 - *Breakthrough innovations (typically higher-risk and longer-term (e.g. iPod, etc.).*
 - *Business model innovations (those that provide better customer experiences, e.g. Apple App Store, Uber, eBay.*
 - *New venture innovations (those that take an organization into an entirely new area or market like Nokia entry in the mobile phone business).*

CHANGE MANAGEMENT

f) Change management principles and activities have been introduced into improvement plans, processes and projects.

- ☐ *A methodology to manage change has been developed, and change management principles and strategies are in place to provide transition support to employees during change.*
- ☐ *The change management system addresses changes such as new technology, equipment, products, services, work procedures, job design, organizational structure, policies and health, safety and legal requirements.*
- ☐ *Employees are provided the opportunity to be involved in enterprise wide change initiatives.*
- ☐ *The change management system includes communication to stakeholders about the change, training and other supports, as needed.*
- ☐ *Plans, processes and projects have incorporated change management elements as part of normal procedure.*

⁵ Morris, Ma, Wu, *Agile Innovation* 2015, pp 125-127

PROCUREMENT

- g) **Prior to procurement and whenever possible, employees are involved in assessing products or services that impact their health, safety and/or productivity.**
- ☐ *The purchase of services and/or products may have a positive or negative impact on employee and customer health and safety, and on the environment.*
 - ☐ *The organization evaluates the impacts of services and/or products on the health and safety of employees, customers, partners and suppliers, as appropriate.*
 - ☐ *Wherever possible, relevant employees are also involved in assessing the potential impacts when purchasing new products or services.*
- h) **Baseline supplier performance measures are identified and collected.**
- ☐ *Performance measures are identified and collected.*
 - ☐ *Examples could include satisfaction levels with key partners and suppliers on identified measures. This could include measures identified in contracts, e.g., quality of services and products, on-time delivery, costs as promised.*
 - ☐ *Feedback mechanisms are in place to gauge performance and any related issues, e.g., surveys, focus groups, meetings.*
 - ☐ *Any issues identified are documented, shared and addressed between the parties in a timely fashion.*

NOTE:

Excellence Canada has published Criteria for Project Management, offers related training and provides recognition through the Canada Awards for Excellence.



Coaching Tips

We recommend you engage a Coach to assist you with:

- ☐ Updating your charter, implementation path and communication strategy based on lessons learned at Silver Level.
- ☐ Conducting a self-assessment and building a related action plan that also addresses opportunities from Silver Level.
- ☐ Assisting with implementation.
- ☐ Focusing on widespread adoption of excellence across your organization, along with related communication.
- ☐ Conducting a mock verification before the *Excellence Canada* verification.

3.1 LEADERSHIP

GOVERNANCE

- a) **Governance framework policies are being met throughout the organization, e.g., accountability for management actions, fiscal control, privacy, security and ethics.**
- ☐ *Policies established at Silver Level, are in effect and reviewed for ongoing compliance and improvement.*
 - ☐ *The ongoing effectiveness of the organization's controls and auditing procedures can be demonstrated through successive years of positive results associated with:*
 - *Composition of Board members, which reflects a balance of community diversity and stakeholder interests*
 - *Roles, responsibilities and rights of Board*
 - *Board effectiveness e.g., due diligence, adherence to policies and standards, no undue influence, conflict of interest and conflict resolution*
 - *CEO compensation and performance*
 - *Adherence to privacy regulations*
 - *Protection and security of privileged information*
 - *Financial performance and disclosure*
 - *Legal and regulatory requirements*
 - *Internal controls, e.g., control of assets, technology, signing authority, enterprise risk management*
 - *Adherence to code of ethics.*
- b) **The Board of Directors assesses its effectiveness and makes required adjustments as needed.**
- ☐ *The Board has a process for assessing its effectiveness. This could be conducted by an internal audit control or an external third party.*
 - ☐ *When done effectively, board evaluations provide a forum for directors to review and reinforce appropriate board and management roles and ensure issues that may lie below the surface are identified and addressed promptly. In short, evaluations give the board an opportunity to identify and remove obstacles to better performance and to highlight best practices.*

- ☐ *Boards derive the highest value from a board assessment that is shaped by five key principles⁶ (see text box below):*

GOOD PRACTICE:

BOARDS DERIVE THE HIGHEST VALUE FROM A BOARD ASSESSMENT THAT IS SHAPED BY FIVE KEY PRINCIPLES:

- THE BOARD HAS CLEAR OBJECTIVES FOR THE EVALUATION.
- A BOARD LEADER DRIVES THE PROCESS.
- THE PROCESS INCORPORATES PERSPECTIVES FROM SENIOR MANAGERS WHO REGULARLY INTERACT WITH THE BOARD.
- THE ASSESSMENT PROCESS GOES BEYOND COMPLIANCE ISSUES TO EXAMINE BOARD EFFECTIVENESS ACROSS A BROAD RANGE OF MEASURES.
- DIRECTORS COMMIT TO REVIEWING THE RESULTS OF THE ASSESSMENT TOGETHER AND ADDRESS ISSUES THAT EMERGE.

LEADERSHIP

- c) **Values and principles as outlined in 1.1 (a), are fully embedded in the organizational culture.**

☐ **Leadership involvement**

- *Leadership establishes unity of purpose and direction, and facilitates and supports the changes necessary for improvement.*
- *Leadership at all levels consistently “walks the talk” and is engaged in the development of a healthy working environment.*
- *Leadership at all levels is accessible and visible.*
- *Leadership at all levels involves employees when possible in decisions that impact them.*

☐ **Transparency and agility**

- *Leaders at all levels demonstrate openness with no hidden agendas and conditions.*
- *Information required for collaboration, cooperation and collective decision-making is provided as appropriate.*
- *Leaders at all levels adjust and adapt to new innovative ideas and use these ideas to create and improve products and services.*

⁶ www.spencerstuart.com/research-and-insight/improving-board-effectiveness

- ☐ **Respect for diversity and inclusion**
 - *Leaders at all levels support diversity in the workplace.*
 - *Leaders at all levels engage individuals and make people feel valued and essential to the success of the organization.*
 - *Employees are included in important decision-making processes as appropriate, and discrimination is not tolerated.*
- ☐ **Effective planning**
 - *Leaders use effective strategic and operational planning to achieve desired results, and follows through, e.g., the plan, do, check, act cycle.*
- ☐ **A primary focus on the customer experience**
 - *The primary aim of everyone in the organization is to understand and meet the needs of internal and/or external customers.*
 - *Leaders work collaboratively with teams and customers to enhance quality and innovation, while contributing to the wellbeing of employees.*
- ☐ **Co-operation, teamwork, and people development**
 - *The organization nurtures cooperation and recognizes teamwork as a corner stone for developing win/win relationships.*
 - *Employees are given the opportunity to develop their individual potential.*
- ☐ **A focus on continual improvement and innovation**
 - *The organization is focused on continual improvement. No matter how much improvement has been accomplished, it is recognized that there are always practical and innovative ways of doing even better.*
 - *Teams are organized to produce the best results. These teams reflect on how to become more effective as they learn together to continually deliver working innovations.*
 - *Keeps it simple and focused to ensure priority actions are implemented.*
- ☐ **Commitment to fact-based decision-making through the use of data and measurement**
 - *Decisions are made using actual data, not simply on the basis of instinct, authority or anecdote.*

There are many ways to assess the effectiveness of senior leadership.

d) The senior leadership team assesses its own effectiveness.

- ☐ *Achievement of the goals in the strategic plan and “balanced scorecard” are key indicators of effectiveness.*
- ☐ *Surveys conducted specifically for leadership effectiveness are common. These would address issues such as management styles, openness, transparency, etc.*
- ☐ *Town halls and intranet suggestion blogs where leaders openly solicit employee feedback are other examples of ways to gauge effectiveness.*
- ☐ *There are processes for routinely measuring and monitoring leadership effectiveness.*
- ☐ *Examples of indicators (as measured by employee surveys) to gauge leadership effectiveness include:*
 - *Management support*
 - *Trust*
 - *Fairness*
 - *Respect*
 - *Interpersonal skills*
 - *Communications skills*
- ☐ *Methods of removing negative influences on organizational culture are incorporated into the performance management plans.*

e) There is evidence that the leadership development program is effective.

- ☐ *The organization evaluates the effectiveness of its management-skills training and leadership competencies through such things as behavioural improvement as assessed by employee engagement surveys and focus groups*
- ☐ *Training on “soft” skills continues to be a high priority, e.g., communications, coaching, change management, and interpersonal relations, and is included in core management training.*
- ☐ *Roles and responsibilities are clearly defined for leadership accountability.*
- ☐ *Leaders role model expected behaviours.*
- ☐ *People are treated in a fair, respectful and equitable manner.*
- ☐ *Trend data indicates that levels of involvement in leadership development is increasing.*
- ☐ *The leadership development plan is linked to the workforce management plan.*

- f) **Responsibility and accountability for the overall management of excellence, innovation and wellness are reflected in the individual performance plans of management employees.**
- ☐ *There is a clear link from the strategic goals to team and individual goals.*
 - ☐ *Key Performance Indicators in performance plans include all aspects, e.g., excellence (quality), wellness, innovation.*
 - ☐ *This includes a focus on orchestration to address large-scale risk in a way that does not hamper innovation. Leaders encourage diffusion across and through the organization, and everyone agrees to greater visibility and accountability for innovation.⁷*
- g) **There is evidence of consistency of management practices across the organization to sustain the culture.**
- ☐ *The organization assesses and reviews its culture, and communicates assessment outcomes in a systematic manner. The assessments and reviews are done, for example, through surveys, focus groups, and interviews with senior management.*
 - ☐ *Ethical behaviour is reinforced at all levels of the organization.*
 - ☐ *Methods of removing negative influences on organizational culture are incorporated into the performance management plans.*
 - ☐ *There is a goal to reinforce formal work-life balance plans. This is supported through a communication strategy, and with training and coaching to assist line management in how to implement the plan.*
 - ☐ *There is a facilitated process where people can discuss and make suggestions on the culture-change process.*
 - ☐ *The organization evaluates the effectiveness of its management-skills training through such things as employee engagement surveys and focus groups.*
 - ☐ *Training on “soft” skills continues to be a high priority, e.g., communications, coaching, interpersonal relations, and is included in core management training.*
 - ☐ *The comprehensive nature of what excellence, innovation and wellness means (all elements) is part of management and supervisory training.*
 - ☐ *Leaders are accountable to model expected behaviours.*
 - ☐ *People are treated in a fair and equitable manner.*

⁷ Morris, Ma, Wu, *Agile Innovation* 2014, p 62

- h) Leaders continue to promote and nurture innovation, and successes continue to be celebrated.**
- ☐ *The system developed at Silver level to nurture innovation and successes is working well.*
 - ☐ *Training on how to promote and nurture innovation has progressed to all levels of management.*
 - ☐ *There is increasing promotion and usage of the innovation program.*
 - ☐ *Lessons learned continue to be captured and shared.*
 - ☐ *Successes are recognized and celebrated. This could be done with small awards, recognition at events, posting on the intranet.*
 - ☐ *Examples of innovation are evident and shared across the organization.*
- i) A collaborative and transparent environment ensures that employees are involved in decisions that directly impact them.**
- ☐ *Trend data indicates a supportive environment and culture, where there is perceived trust, respect and fairness and enhanced employee morale.*
 - ☐ *There are no hidden agendas.*
 - ☐ *Employees feel free to express their opinions.*
 - ☐ *Employees feel they are being listened to, and there is a feedback loop when suggestions are brought forth.*
 - ☐ *Leaders create opportunities for two-way conversations.*

BC PENSION CORPORATION

At BC Pension Corporation, it is acceptable to have a “skip-level” meeting with your boss’s boss. This assists in creating a transparent and open environment.

- j) Employees are encouraged to participate in activities related to corporate social responsibility (CSR), as outlined in the plan.**
- ☐ *The CSR plan demonstrates ways the organization is involved in the community and how this improves the health and well-being of employees, their families and other members of the community.*
 - ☐ *The organization supports and promotes CSR activities that are voluntary and seen as going above and beyond the norm.*
 - ☐ *CSR activities address workplace aspects such as occupational health and safety, human rights, community development, environmental protection and emergency response.*

GOOD PRACTICE:

Measure innovation from a product or service perspective (revenue) as well as from a process enhancement perspective.

Create a database or portal to capture all great ideas and track any metrics associated with these ideas.

Reward employees for innovative solutions in whatever way you can, and in a way that the employee appreciates.

3.2 PLANNING

a) The strategic plan and all related cascading plans are kept current, monitored and evaluated for achievement.

- ☐ *All plans are reviewed annually for ongoing relevance, updated as required, and shared within the organization and with other key stakeholders as appropriate.*
- ☐ *Results to plans are monitored and evaluated for achievement.*
- ☐ *Required adjustments are made to plans for ongoing improved results.*

b) Departmental scorecards/dashboards related to the organization's goals, e.g., balanced scorecard, are developed and used to monitor, measure and evaluate ongoing performance.

- ☐ *The responsibility for organizational improvement is clear at the executive and management levels.*
- ☐ *The organization establishes a formal, structured process to ensure that the excellence, innovation and wellness initiatives are implemented and operating effectively in accordance with plan.*
- ☐ *The organization is proactive in evaluating programs and services to ensure they still contribute to meeting goals.*
- ☐ *Data from measurements established during goal setting, are available for review.*

c) Progress on plans and results is communicated and celebrated.

- ☐ *The organization has a link between improvement planning and long-term strategic intent. Employees understand this link.*
- ☐ *Employees are involved in establishing departmental objectives that relate to strategic priorities and goals.*
- ☐ *The organization reviews progress in achieving goals established in the planning process. These achievements are communicated and celebrated across the organization.*
- ☐ *Progress is reported publicly in an annual report.*

- d) Financial performance is monitored and measured, i.e., adherence to budgets, expenditure management, revenue and asset management.**
- ☐ *There are systems in place to capture financial information, with budgets and accountability in place.*
 - ☐ *Financial results are shared with employees as appropriate.*
 - ☐ *Financial targets form part of the organizational scorecard, and the targets are aligned with the strategic goals.*
 - ☐ *There are adequate financial controls in place.*
 - ☐ *Financial assets and reporting are managed in accordance with the prevailing financial standard, e.g., generally accepted accounting principles (GAAP), IFRS.*
- e) Performance to the enterprise risk management plan is monitored and evaluated and required changes made to the ongoing plan.**
- ☐ *There is a robust enterprise risk management system in place, including actively resourced mitigations for prioritized risks.*
 - ☐ *The risk system links to other plans, i.e., workforce, wellness, customers, project management, information technology, knowledge management, finances, procurement, etc.*
 - ☐ *Performance to plan is monitored and reported on regularly.*
 - ☐ *Risk management is a responsibility of the board of directors.*
- f) Innovation is becoming a way of life, informing product, services and process design.**
- ☐ *There are many examples of how innovation is being used to improve systems, processes, products and programs.*
 - ☐ *Innovative techniques are embedded in normal procedures.*
 - ☐ *Employees, customers and partners are engaged in innovative solutions.*
- g) A knowledge management system is fully implemented.**
- ☐ *There are formal systems in place to capture knowledge.*
 - ☐ *There are several levels of knowledge management: enterprise intelligence, information creation, sharing and management and document management.*
 - ☐ *The knowledge management system is linked to other plans, i.e., workforce plan, information technology, risk, etc.*

- h) The information technology plan has been implemented and is enabling operations and other plans as appropriate, e.g., innovation, knowledge management, risk management.**
- ☐ *There is a formal plan for implementation and use of technology, with budgets and accountability.*
 - ☐ *Employees agree that technology is helping them advance their work.*
 - ☐ *Mechanisms are in place to prioritize requests, and employees are provided feedback on the status of technology requests.*
 - ☐ *Training is just-in-time to train employees on new technologies.*
 - ☐ *The organization can provide examples of how technology is enabling the operations.*
- i) The effectiveness of both internal and external communications is measured and reviewed.**
- ☐ *There is evidence that communication flows effectively up, down and across the organization.*
 - ☐ *The communication strategy includes defined timelines for updating based on changing organizational needs.*
 - ☐ *The communication strategy has been assessed for effectiveness.*
 - ☐ *Various channels (e.g., newsletters, bulletins, intranet, updates and face-to-face opportunities for discussion) are used to communicate with employees at all levels.*

3.3 CUSTOMERS

CUSTOMERS

- a) **The execution of the customer experience plan or strategy is monitored, evaluated and updated for ongoing improvement.**
- ☐ *Achievement of the customer experience plan is monitored, evaluated and updated regularly.*
 - ☐ *The related results to the plan are reviewed and shared with senior management on a regular basis.*
 - ☐ *Any identified shortfalls are addressed urgently through a plan for improvement.*
 - ☐ *Trends are beginning to be tracked with at least two years of data available for analysis.*
 - ☐ *Customer Experience strategies and measures are linked to performance plans of applicable internal and external stakeholders.*
- b) **Customer requirements (current and future) are identified, analyzed, evaluated and communicated on a repeatable and reliable basis for both existing and potential customers.**
- ☐ *There is consensus that building a successful relationship with customers depends on the shared belief that success will come only if the organization consistently satisfies customers' needs.*
 - ☐ *A process is in place to ensure that information on customers' requirements is reviewed and disseminated across the organization.*
 - ☐ *Building understanding of a customer's point of view is fostered and encouraged. This is done by educating employees on customers' needs, and by reinforcing teamwork, e.g., team recognition.*
 - ☐ *The organization applies the principles of continual improvement to everything it does for and with the customer. A scheduled evaluation of the approach, implementation, and results assists in planning and implementing improvements of customer-focused effectiveness. This continual improvement cycle also assists in strengthening the foundation for long-term improvement and excellence.*
 - ☐ *The organization conducts reviews to address such issues as the:*
 - *Adequacy and validity of information*
 - *Efficiency of customer surveys, and other contact techniques, used with current and potential customers.*
 - ☐ *The organization reviews and uses customer satisfaction/loyalty data to help set goals for continual improvement, which are communicated to all stakeholders.*

- c) **Customer service standards for identified key customer contact points, are measured and evaluated for ongoing improvement.**
- ☐ *Key customer contact points have been reviewed and are current.*
 - ☐ *Service standards are reviewed, updated as required and applied at key customer contact points.*
 - ☐ *Accountability for service standards is assigned, clearly understood and results are regularly monitored and reported on.*
 - ☐ *These standards continue to be integrated into team or individual performance plans.*
 - ☐ *Customers rate performance against the standards through methods such as surveys, meetings, and focus groups.*
 - ☐ *A process is in place to measure and analyze the effectiveness of customer service. Analysis of this effectiveness should lead to improvements.*
 - ☐ *Results are shared with all appropriate employees for ongoing improvement.*
- d) **The organization responds promptly to effectively address customer inquiries and to resolve customer concerns. Customer loss is tracked and evaluated.**
- ☐ *Every interaction with customers represents a moment-of-truth. It provides an opportunity for the organization to either satisfy or dissatisfy. For this reason, all employees follow procedures and standards when dealing with inquiries and complaints.*
 - ☐ *An effective customer feedback system is in place that:*
 - *Collects information on recent encounters (annual, as well as transactional as appropriate)*
 - *Distributes the information to appropriate employees for action.*
 - ☐ *Customer feedback is compiled and analyzed. Based on this analysis, improvements to specific processes can be implemented to address root causes of complaints. The entire organization is sensitive to the timely resolution of such issues.*
 - ☐ *The organization contacts customers to acknowledge receipt of their complaints/input and to provide feedback within defined timeframes.*
 - ☐ *The organization analyzes the root causes of the issues that flow through the complaints/resolution process and takes proactive steps to mitigate these types of issues from recurring in the future.*
 - ☐ *There is a consistent process in place to track customer loss and evaluate the reasons why it occurred, and this information is used for ongoing improvement.*

The hotel established a feedback process which encouraged employees to be aware of “nonverbal” communication which required attention/follow up to resolve issues or respond to queries.

- e) Voice of the customer data is systematically collected and/or recorded and evaluated for ongoing improvement, and shared with employees, customers and partners as appropriate.**
- ☐ *The organization continues to measure customer feedback against baseline measures e.g., surveys, focus groups, and meetings.*
 - ☐ *The voice of the customer is monitored, engaged and/or managed through traditional channels, e.g., call centres, retail outlets, face to face interactions, as well as indirect channels, e.g., social media and lobbying.*
 - ☐ *There is evidence that feedback results have been evaluated, addressed and used for ongoing planning for improvement and innovation.*
 - ☐ *Results of the feedback have been shared with customers and relevant employees.*
 - ☐ *Trends have been developed and analyzed where appropriate for broader application of solutions to the full customer base.*
- f) Using research and knowledge of markets, employees collaborate with customers to develop innovative solutions that enhance services and products.**
- ☐ *The organization establishes a formal process which utilizes its knowledge of markets, and translates customer requirements into the design and/or redesign of a product and/or service. This process involves employees and customers, and may involve key partners and suppliers.*
 - ☐ *This information is usually consolidated into a customer requirements document or a service brief. It lists the desired product and/or service features, performance, and delivery.*
 - ☐ *The process includes ongoing validation that the requirements are being met.*
 - ☐ *It is recognized that working collaboratively with your teams and customers will enhance quality and innovation.*

GOOD PRACTICES:

Customer survey results are shared and celebrated corporately and with stakeholders.

Customer response program allows for text messaging feedback.

PARTNERS**g) Performance to partnership agreements is assessed for ongoing improvement.**

- ☐ *Partners have been defined and the partnership requirements have been communicated. Partner agreements for all key partners exist.*
- ☐ *The organization and its key partners regularly review the products and/or services provided in accordance with defined partnership agreements. This ensures common understanding and continuity as well as the mutual benefits derived from partnering.*
- ☐ *The organization establishes processes to ensure partnership requirements are met and exceptions addressed.*
- ☐ *The organization has evaluation processes to determine the effectiveness of partners, and addresses issues and concerns. This involves input from all areas including direct input from employees; for example, by gathering, analyzing, and reporting of such items as:*
 - *Quality levels*
 - *Field performance*
 - *Timing of deliveries*
 - *Partnership value*

- ☐ *The organization addresses issues and concerns through such methods as:*
 - *Discussion*
 - *Conflict resolution*
 - *Corrective action*
 - *Correspondence*
 - *Improvement initiatives*
 - *Performance review meetings*
 - *Documented performance evaluation.*
 - ☐ *Feedback is provided to key partners on the quality of their services and/or products provided, and on their performance.*
 - ☐ *The organization has open communication with key partners and suppliers reflecting a trust-based relationship.*
 - ☐ *Partners are fully aware of the organization's focus on continual improvement.*
- h) Key partners collaborate in an innovative way in the design, development and enhancement of relevant services and/or products.**
- ☐ *The organization invites its key partners to brainstorm innovative solutions for the design, development and enhancement of relevant services and/or products.*
 - ☐ *Regular meetings with key partners typically should involve innovative ways to continually improve.*

GOOD PRACTICES:

Facilitate brand specific training for key partners to integrate them into the corporate structure.

Include key partners in your rewards programs when “living the culture”.

Involve key partners in process improvement initiatives.

3.4 PEOPLE

- a) **The human resources (HR) plan and a wellness plan, have evolved and reflect current employee health data and trends. The plans are monitored, evaluated and updated as appropriate.**
- ☐ *The Human Resources Plan has evolved and continues to include strategies for recruitment, retention, succession planning, capacity building, organizational development and training, compensation and benefits, union relations, diversity and inclusion, and rewards and recognition.*
 - ☐ *The Wellness Plan has evolved and continues to address the needs of employees and strategies to address physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health.*
 - ☐ *The organization continues to monitor, evaluate and update the plans as required and the resulting plans are shared broadly across the organization.*
 - ☐ *There is continued evidence that these plans link to the overall Strategic Plan and related operational plans.*
 - ☐ *Key indicators continue to be collected with clear evidence of sustained improvement.*
- b) **A workforce plan is evaluated and updated regularly to ensure that attraction, talent management, succession planning and retention strategies are effective.**
- ☐ *This plan is sometimes called a “human capital strategy framework”.*
 - ☐ *Workforce planning is critical for the ongoing success of the organization.*
 - ☐ *Effective workforce planning ensures a smooth and timely transition as individuals resign or retire, and assists in retaining corporate memory.*
 - ☐ *Competencies identified by the organization to meet their strategic plan need to be addressed in the workforce plan.*
 - ☐ *A typical plan could include identification of*
 - *SWOT analysis and organizational needs identification*
 - *Recruitment*
 - *On-boarding*
 - *Key positions*
 - *Competencies*
 - *Learning plans*
 - *Potential rising stars*
 - *Performance management*
 - *Retirements*
 - *Talent identification*
 - *Succession planning*

c) Employees can easily seek assistance to address issues, concerns and opportunities and their concerns and ideas are promptly addressed.

- ☐ *Employees are encouraged to identify roadblocks preventing good work through a variety of ways including “open door policy”, departmental meetings, suggestion program, and focus groups.*
- ☐ *Employees are involved in decisions regarding workload. They are also given the opportunity to be involved in culture-change initiatives.*
- ☐ *Employees can report violations of compliance requirements, e.g., fraud and security incidents, without fear of retribution. This is demonstrated, for example, by a Whistle Blower policy and procedure which allows employees to anonymously report infractions.*
- ☐ *Issues raised by employees should be addressed in a timely and sensitive way and solutions to identified issues should be shared across the organization as appropriate.*
- ☐ *Methods are in place to identify any barriers.*
- ☐ *Barriers for stakeholders seeking assistance on physical and/or mental health and other job issues have been eliminated.*
- ☐ *Action plans are updated to address the removal of barriers.*
- ☐ *Resources are available to assist employees, and they are aware of these resources.*
- ☐ *Employees understand that confidentiality is assured.*

d) Innovative ideas are systematically encouraged, shared and celebrated. Innovation is included in employee surveys and results of the surveys are shared and used for ongoing improvement.

- ☐ *The organization continues to reinforce the innovation policy which encourages employees to bring forward innovative ideas and solutions.*
- ☐ *Capturing, managing, sharing, and utilizing internal knowledge and experience is critical for success in the organization, and for ensuring innovation consistency and improvement to current organizational practices.*

- ❑ *Innovative ideas may be shared through such methods as:*
 - *An environment that fosters brainstorming, e.g., special brainstorming room, time set aside in the week, special events, participation of leaders at all levels*
 - *Regular column in monthly newsletters on bright ideas*
 - *Regularly scheduled discussions on innovative ideas*
 - *Sharing of effective practices*
 - *Mentoring of junior employees to encourage innovation*
 - *Dedicated website section to highlight initiatives*
 - *Annual competition*
 - *CEO Award for Innovation*

e) Employee engagement continues to be measured, and the results are improving.

- ❑ *Human resources, wellness and Voice of the Employee indicators continue to be monitored and measured and the results shared with employees, including action plans to address any concerns or priorities.*
- ❑ *Examples of human resources measures include training and development, absenteeism, EAP usage, accident, injuries, turnover/retention rates, short-term and disability rates and extended health benefits usage.*
- ❑ *Voice of the Employee information continues to be collected, e.g.*

• <i>Engagement</i>	• <i>Healthy work environment</i>
• <i>Satisfaction</i>	• <i>Diversity</i>
• <i>Security and safety</i>	• <i>Innovation</i>
• <i>Trust and confidence in management</i>	• <i>Inclusion</i>
• <i>Management support</i>	• <i>Rewards and recognition</i>
• <i>Stress levels</i>	• <i>Work Life Balance</i>
• <i>Co-worker cohesion</i>	• <i>Job security</i>
• <i>Learning and development</i>	• <i>Loyalty</i>
• <i>Commitment and loyalty</i>	• <i>Communication</i>

f) Wellness assessments are routinely scheduled and conducted to identify new, continuing or emerging physical and psychological health and safety hazards and risks.

- ☐ *Examples of wellness indicators include high level risk factors identified in aggregate through conducting a Health Risk Assessment. This could also include a “needs assessment” being conducted to identify employees’ needs and wants regarding the four elements of wellness: physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health. Measures could also include participation in wellness programs.*
- ☐ *Information identified from assessments and results of baseline measures continues to be used to inform ongoing planning and employee wellness programs.*
- ☐ *An assessment has been conducted since the Bronze and/or Silver levels. This would include concurrent assessment and identification of opportunities to promote healthy workplace.*
- ☐ *Assessment covers the key elements of a Healthy Workplace that impact employee physical and psychological health and safety.*
- ☐ *Methods such as questionnaires, surveys, risk appraisals, health risk assessments and focus groups may be used to complete the assessment.*
- ☐ *The assessment includes all employees, e.g., off-site and shift workers and workers on extended leave.*
- ☐ *Results are acted on and shared appropriately.*
- ☐ *Changes have been implemented since the last assessment.*
- ☐ *There is a structured assessment process to ensure the effective implementation and ongoing operation of initiatives and programs related to healthy workplace.*
- ☐ *Methodology is identified and used to conduct the assessment(s).*
- ☐ *Key stakeholders are involved in assessment related to program implementation.*
- ☐ *The assessment is used to help ensure the effective implementation and operation of healthy workplace initiatives and programs on an ongoing basis.*
- ☐ *Opportunities for improvement are noted, and they are addressed, e.g., a change in program design and adjustment to goals.*

SUN LIFE FINANCIAL CANADA

Sun Life Financial Canada has a “rotating” leadership program where employees rotate each year for three (3) years to gain leadership experience in a few different areas.

- g) All wellness assessment results are routinely analyzed, and programs are being implemented to address the areas identified as most at risk.**
- ☐ *A risk matrix approach is used, e.g., hazards defined, those at risk defined, risks evaluated, precautions decided, findings recorded and action implemented.*
 - ☐ *Programs have been implemented.*
 - ☐ *There is a continual improvement culture, e.g., identify risks and hazards, develop measures for improvement, implement the changes, communicate the changes, and evaluate the changes and the impact on targeted groups.*
 - ☐ *There are workplace examples of preventive measures and/or initiatives being put into place.*
 - ☐ *Evaluation is conducted in accordance with an established plan.*
 - ☐ *The monitoring process includes review of the degree to which the goals and objectives are being met and review of key outcome data.*
 - ☐ *Evaluation of the Healthy Workplace Plan includes monitoring and measuring the physical and psychological health and safety of the workplace, including process evaluation of prevention and promotion efforts and effectiveness of interventions.*
- h) Actionable plans resulting from assessments are developed with employee input and plans are shared with employees as appropriate.**
- ☐ *Goals are monitored on a routine basis and have been revised or updated since the Silver Level.*
 - ☐ *Goals and objectives are based on ongoing assessments, reviews and audits of physical and psychological health and safety factors in the workplace.*
- i) A comprehensive recognition program has been developed and implemented with employee input.**
- ☐ *Recognition programs are key in helping employees feel valued and supported at work.*
 - ☐ *Both formal and informal reward and recognition programs identify and reinforce individual and team behaviours that support the strategic direction, e.g., achievement of improvement goals or innovation.*
 - ☐ *The formal recognition system includes criteria such as eligibility, selection, frequency, and type of reward and/or recognition.*

- ❑ *Forms of recognition include:*
 - *Verbal or written praise from leadership and peers, e.g. shout-outs in employee meetings*
 - *Material rewards, e.g., bonus, plaque*
 - *Development opportunities, e.g., committee participation, promotion, seminars*
 - *Recognition at social events*
 - *Private recognition.*
- ❑ *A process is in place to determine individual and team contributions toward the organization's strategic direction and goals. This process includes identifying contributions by analysing all elements that have a direct impact on employee performance. It includes input from supervisors, peers, subordinates, customers, and partners. This ongoing process assists in providing constructive feedback to employees, and enhances individual growth and advancement.*

j) Training and development programs are evaluated for effectiveness and contribution to organizational performance.

- ❑ *By Gold Level the organization should be evaluating both immediate assessment of training and the longer-term effect of the training on employee performance and/or behaviour and the Return on Investment (ROI) to the organization.*
- ❑ *An indicator of the effectiveness of training programs is derived from the:*
 - *Trainees' evaluations of the content of the courses*
 - *Competence of the instructor*
 - *Training materials and methods*
 - *Manager's assessment of improved performance*
- ❑ *Further indicators of the training programs' effectiveness are obtained by:*
 - *Discussion of the effectiveness and timing of training and development courses with recent recipients. These relate to courses that are held, or supported, by the organization. Of special interest is the application of acquired knowledge to their work.*
 - *Follow-up surveys of the trainees and their supervisor, to determine if the newly acquired knowledge and skills are applied in their daily work.*
 - *Measured improvements in the organization's outcomes.*
 - *Supervisors encourage the development of employees' interpersonal, emotional and job skills.*
 - *There is a mechanism for employees to discuss their learning needs and goals with their supervisors and to create a plan for their training and development.*
 - *There is a mechanism to track whether these plans are implemented.*
 - *A system is in place to determine if the training had the desired effect on employee skills and behaviours.*

k) The system(s) for management of employee performance and development is applied consistently across the organization.

- ☐ *There is an organizational approach to employee performance evaluation that is consistent by employee group.*
- ☐ *Employees view the evaluation as a positive experience where two-way conversations take place, and planning and feedback are openly discussed.*
- ☐ *Where possible, 360 or 180 evaluations provide feedback.*

l) There is evidence that diversity and inclusion are embraced in the organizational culture.

- ☐ *The organization's leadership (i.e., Board of Directors and senior leaders) prioritizes demographic representation of employees that reflects the client and community base.*
- ☐ *People from diverse ethnic cultures and with differing beliefs and values are comfortable working for the organization, feel valued and are encouraged to participate in development opportunities.*
- ☐ *Employees feel valued and essential to the success of the organization.*
- ☐ *There are programs in place, e.g., cultural celebrations, quiet rooms, prayer rooms, where employees feel a need for them.*
- ☐ *Employees are asked about their cultural preferences and preferences are respected.*
- ☐ *The organization develops and offers diversity and freedom from discrimination and harassment training to all employees, management and non-management. This may be in the form of modules, or integrated into current training and orientation programs. The training should reference the applicable federal or provincial human rights acts and align to the core values of the organization.*
- ☐ *The organization monitors employee perceptions of the degree to which personal beliefs and choices are respected within the organization. Monitoring may be through surveys or focus groups.*
- ☐ *The organization demonstrates respect for diversity by accommodating employees accordingly (e.g. personal time provided for religious holidays) and through such things as cultural history months, multicultural food buffets, stories on the intranet, celebrations recruiting from sources that advocate for diverse individuals (i.e. new Canadians, people with disabilities, Aboriginals, etc.). Space is allocated and time is allowed for personal contemplation and relaxation (e.g., quiet rooms, prayer rooms, etc.).*

GOOD PRACTICES:

Every employee that submits an idea gets a thank you note. If the idea is implemented, further recognition occurs.

Create an on-line “kudos” page.

A NOTE ABOUT HEALTH RISK MANAGEMENT...

Risk management involves developing flexible strategies to prevent negative events from occurring or to minimize harm. Risk can be both general and specific, and good management can reduce and prevent harm. Knowledge and understanding of mental health issues is an important component of risk management.

3.5 PROCESSES

PROCESS IMPROVEMENT

- a) **Key processes are actively measured with target performance levels established. These processes are monitored to ensure consistency, and the results used for ongoing improvement.**

- ☐ *Process performance is measured against the established performance levels at least annually or more often as required.*
- ☐ *Any opportunities for improvement are documented and action plans prepared and shared with the appropriate employees.*
- ☐ *Process performance measures are openly and regularly communicated in an understandable format throughout the organization, such as:*
 - *Direct discussions or meetings (preferably)*
 - *Internal mail*
 - *Bulletin boards*
 - *Email.*

Measures may be communicated by a variety of means. Charts, graphs, and other visuals assist the understanding of performance measures.

- b) **Key processes are analyzed, root causes are identified, desired state established, and changes to key processes are documented, implemented, and communicated with the process stakeholders.**

- ☐ *A disciplined approach is promoted for analyzing processes, identifying opportunities for improvement and resolving process problems with process stakeholders. This involves:*
 - *Identifying the problem*
 - *Gathering and analyzing data*
 - *Analyzing the root cause*
 - *Generating potential solutions*
 - *Validating corrective actions*
 - *Implementing improvements*
- ☐ *To get to root causes and generate ideas for improvement, consistent selected process improvement tools are used, e.g., process mapping, display charts, story boards, cause-and-effect diagrams, logic diagrams, and action plans.*
- ☐ *The organization implements process reviews on the PDCA (Plan-Do-Check-Act) or Plan-Do-Study-Act cycle. This focus ensures that corrective action is applied successfully, and the problem does not recur.*
- ☐ *Any changes to the process are documented and recorded on a controlled master document (e.g. on line) that is made available and widely shared.*
- ☐ *Process ownership is reviewed and updated annually.*
- ☐ *It is the responsibility of the current process owner to advise and communicate any changes to the process, or requirement to change the process owner.*

c) Key processes are reviewed using the deliberate application of innovation.

- ☐ *There is a regular cycle for key process review to produce incremental innovations. Results are documented by the Process Owner and shared for implementation and ongoing improvement.*
- ☐ *Innovation generates value-added ideas, establishes goals and targets, provides a measurable way to execute on an idea, and assesses the effectiveness of the implementation of the ideas. Process improvement continues to be driven largely by customer and/or operational needs and strategic objectives.*
- ☐ *All types of innovation could be considered depending on risk appetite, resources etc. These include⁸:*
 - *Incremental innovations (e.g. small changes to services, products and/or processes)*
 - *Breakthrough innovations (typically higher-risk and longer-term (e.g. iPod, etc.))*
 - *Business model innovations (those that provide better customer experiences, e.g. Apple App Store, Uber, eBay)*
 - *New venture innovations (those that take an organization into an entirely new area or market like Nokia entry in the mobile phone business)*
- ☐ *Participation of customers, key partners and suppliers, and relevant employees provides a deeper understanding of the organization's opportunities for process improvement.*

⁸ Morris, Ma, Wu, *Agile Innovation* 2015, pp 125-127

PROJECT MANAGEMENT

d) Projects are managed consistently, monitored and evaluated for success.

- ☐ *A standardized method continues to be in place for managing projects which is consistently applied across the organization.*
- ☐ *There continues to be a strong focus on innovation*
- ☐ *Projects continue to be identified on established criteria including such things as strategic goals and priorities, return on investment, and ease of completion.*

PROJECT MANAGEMENT TIPS:

- ✓ Was the project completed? Why or why not?
- ✓ Determine if the project stayed within scope.
- ✓ Verify what deliverables were accomplished.
- ✓ Confirm which key activities were completed on time and on budget.
- ✓ Identify what lessons were learned that can be applied to the next project.
- ✓ Ascertain which project outcomes will be achieved.
- ✓ Determine the cost / benefit of the project

CHANGE MANAGEMENT

e) **Change management principles and activities have been integrated into improvement plans, processes and projects across the organization, and evaluated for effectiveness.**

- ☐ *A pragmatic, thoughtful approach to change, that minimizes impact on employees, is used consistently throughout the organization.*
- ☐ *Change management methodologies exist. Change management principles⁹ could include:*
 - *Establish a sense of urgency*
 - *Create the guiding coalition (action team)*
 - *Develop a change vision*
 - *Communicate the vision for buy-in*
 - *Empower broad-based action*
 - *Generate short term wins*
 - *Never let up*
 - *Incorporate change into the culture.*

f) **The organization has implemented and follows a standardized change management methodology.**

- ☐ *A somewhat ambiguous term, change management has at least three different aspects, including: adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects, and is evident throughout the organization.*
- ☐ *For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities.*
- ☐ *In an information technology (IT) system environment, change management refers to a systematic approach to keeping track of the details of the system (for example, what operating system release is running on each computer and which fixes have been applied).*
- ☐ *The methodology has been communicated across all areas, and everyone uses the same procedures.*

⁹ Dr. John Kotter *The Eight Step Process for Leading Change*, www.kotterinternational.com

TIP:

- ☐ There are several products/systems in the marketplace which provides templates, and procedures.
- ☐ It is important that everyone uses the same templates.

PROCUREMENT

- g) **The performance of key suppliers is measured and analyzed for ongoing improvement.**
- ☐ *The organization and its key suppliers regularly review the products and/or services provided, as well as the mutual benefits derived from working together.*
 - ☐ *The organization defines and communicates key requirements. This ensures common understanding and continuity.*
 - ☐ *The organization establishes processes to ensure supplier requirements are met and exceptions addressed.*
 - ☐ *The organization has evaluation processes to determine the effectiveness of suppliers, and addresses issues and concerns. This involves input from all areas including direct input from employees; for example, by gathering, analyzing, and reporting of such items as:*
 - *Quality levels*
 - *Field performance*
 - *Timing of deliveries*
 - *Supplier value.*
 - ☐ *The organization addresses issues and concerns through such methods as:*
 - *Conflict resolution*
 - *Corrective action*
 - *Correspondence*
 - *Discussion*
 - *Improvement initiatives*
 - *Performance review meetings.*

- ☐ *Feedback is provided to key suppliers on the quality of their services and/or products provided, and on their performance.*
 - ☐ *The organization has open communication with key suppliers reflecting a trust-based relationship.*
 - ☐ *Suppliers are fully aware of the organization's focus on continual improvement.*
- h) Key suppliers collaborate in an innovative way in the design, development and enhancement of relevant processes, services and/or products.**
- ☐ *The organization invites its key suppliers to brainstorm innovative solutions for the design, development and enhancement of relevant services and/or products.*
 - ☐ *The organization can provide evidence of this collaboration and many examples.*



Coaching Tips

We recommend you engage a Coach to assist you with:

- ☐ Updating your charter, implementation path and communication strategy based on lessons learned at Gold Level.
- ☐ Conducting a self-assessment and building a related action plan that also addresses opportunities from Gold Level.
- ☐ Focusing on widespread adoption of excellence across your organization with related communication including identification of best practices.
- ☐ Conducting a mock verification before the *Excellence Canada* verification.

4.1 LEADERSHIP

GOVERNANCE

- a) **There is consistent achievement in meeting governance framework policies.**
- ☐ *The ongoing effectiveness of the organization's controls and auditing procedures can be demonstrated through successive years of positive results associated with:*
 - *Composition of Board members which reflects a balance of community diversity and stakeholder interests*
 - *Roles, responsibilities and rights of Board*
 - *Board effectiveness e.g., due diligence, adherence to policies and standards, no undue influence, conflict of interest and conflict resolution*
 - *CEO compensation and performance*
 - *Adherence to privacy regulations*
 - *Protection and security of privileged information*
 - *Financial performance and disclosure*
 - *Legal and regulatory requirements*
 - *Internal controls e.g., control of assets, technology, signing authority, enterprise risk management*
 - *Adherence to code of ethics.*
- b) **The Board of Directors continues to assess its own effectiveness and makes required adjustments as needed.**
- ☐ *Assessing Board effectiveness is a regular practice.*
 - ☐ *The Board reviews the results and continues to address issues that emerge*
 - ☐ *There is evidence that Board effectiveness has improved*

LEADERSHIP

c) Highly effective workplace best practices for excellence, innovation and wellness are identified using external benchmarks. These practices are shared, internally and externally.

- ☐ *The organization shares positive and negative experiences of their improvement journey both within the organization and externally.*
- ☐ *The organization actively seeks, assesses, and appropriately implements highly effective internal and external practices and shares these as well. This can be achieved through such things as internal and external communication and networking.*
- ☐ *Effective practices are shared across the organization using different methods of communication.*
- ☐ *Departments learn from each other as best practices and lessons learned are shared.*
- ☐ *Effective practices are shared externally with other organizations.*
- ☐ *The organization is viewed as a role model.*

d) Leaders consistently demonstrate ethical behaviour and inclusivity, as assessed through stakeholder feedback.

- ☐ *Leaders act in ways consistent with what society and individuals typically think are good values.*
- ☐ *Ethical behavior involves demonstrating respect for key moral principles that include honesty, fairness, equality, dignity, diversity, inclusion and individual rights.*
- ☐ *Stakeholder feedback could be through surveys, meetings, one-on-ones, intranet blogs, leadership forums, etc.*

e) The senior team continues to assess its own effectiveness.

- ☐ *Achievement of the goals in the strategic plan and “balanced scorecard” are key indicators of effectiveness.*
- ☐ *Surveys conducted specifically for leadership effectiveness are common. These would address issues such as management styles, openness, transparency, etc.*
- ☐ *Town halls and intranet suggestion blogs where leaders openly solicit employee feedback are other examples of ways to gauge effectiveness.*
- ☐ *Trend data demonstrates that the organization is meeting its strategic and operational goals, over time.*
- ☐ *Dashboards and scorecards are used to identify clear/measurable goals.*
- ☐ *The organization can provide this evidence.*

f) The organization is known as a role model for CSR in its local geographic community/communities.

- ☐ *CSR activities address workplace aspects such as occupational health and safety, human rights, community development, environmental protection, and emergency response.*
- ☐ *There is evidence of the organization's involvement in the community to improve the health and well-being of employees, their families and other members of the community.*
- ☐ *The organization encourages (and supports) employee involvement in corporate social responsibility (CSR) activities that may/may not be outside designated work hours and/or job responsibilities.*
- ☐ *The organization can provide examples of being a role model in CSR.*
- ☐ *External sources of accolade or awards exist regarding the organization's CSR initiatives.*

A GOOD PRACTICE IS A COLLABORATIVE
APPROACH TO DEVELOP A LEADERSHIP
TEAM AGREEMENT, WITH
ACCOUNTABILITIES AND CONSEQUENCES
TO UPHOLD THE VALUES OF THE
ORGANIZATION AND EXCELLENCE,
INNOVATION AND WELLNESS PRINCIPLES.

g) The organization is recognized externally as a leader in innovation.

- ☐ *Leaders of the organization may be asked to speak at events across the country (or its community) on how it uses innovation to improve its operations.*
- ☐ *The organization may be the recipient of innovation or similar awards.*
- ☐ *Many examples can be provided to demonstrate the organization's success in using innovation to further its goals.*

h) Employees believe that the organization operates in an open and transparent manner.

- ☐ *Transparency means there are no hidden agendas and communication flows freely as appropriate.*
- ☐ *Employees feel well informed and understand the goals and how their job relates to organizational goals (clear line of sight). This is demonstrated through the results of surveys, focus groups, etc.*
- ☐ *The results of any feedback collected (surveys) are consistent across all areas of the organization.*

i) There is evidence that the culture is consistent across the organization as reflected in feedback from employees.

- ☐ *By culture we are referring to collective shared values, principles, assumptions, beliefs, attitudes, behaviour, habits, management style, and treatment of each other.*
- ☐ *This is demonstrated through the results of surveys, focus groups, etc.*
- ☐ *The results of any feedback collected (e.g. surveys) are positive and consistent across all areas of the organization.*

4.2 PLANNING

- a) **The ongoing planning process is evaluated for all plans and there is evidence of improvement over time.**
- ☐ *The current overall planning process and its component plans (Organizational Excellence Scorecard) have been reviewed for effectiveness over three years.*
 - ☐ *The organization can demonstrate improvement in its planning process over three years.*
- b) **Key Performance Indicators and dashboards, e.g., balanced scorecards, are used to monitor, measure and evaluate sustained results over time, to learn and drive improvement.**
- ☐ *The organization demonstrates improving and/or sustained results across all areas of a balanced scorecard, reflecting achievement of Key Performance Indicators objectives.*
- c) **Levels and trends are used to measure overall financial performance, i.e. adherence to budgets, expenditure management, revenue and asset management.**
- ☐ *Satisfactory trends in key financial indicators provide a foundation for stakeholder confidence and investment.*
 - ☐ *Relative progress is a strong consideration. For example, in some circumstances, due to the impact of external factors, the organization may have made significant improvements without experiencing significant improvement in its financial management and/or resource issues. Those areas that can be controlled show improvement.*
 - ☐ *Financial statements and annual reports should be provided to identified stakeholders as appropriate.*

d) Innovation is a way of life and continually informs product, services and process design.

- ☐ *Examples of innovation are evident and shared broadly across the organization. These examples include situations where new value was created for the customer through new products and services.*
- ☐ *Knowledge is gathered and managed from across the organization and the results consistently inform product, service and process design.*
- ☐ *There are many examples of how innovation is being used to improve systems, processes, products and programs.*
- ☐ *Innovative techniques are embedded in normal procedures.*
- ☐ *Employees, customers, key partners and key suppliers are engaged in innovative solutions.*
- ☐ *Employees at all levels have innovation objectives included in their annual performance plans.*
- ☐ *External accolades or awards for innovation have occurred.*

e) There is evidence that knowledge management is mature and effective.

- ☐ *There is evidence of a robust system of managing knowledge.*
- ☐ *This is linked to other plans, e.g., workforce, information technology, risk, etc.*
- ☐ *Employees understand their roles, and processes to manage knowledge are clear.*

f) There is evidence that the ERM program is successfully managing risks in the organization.

- ☐ *Enterprise risk management is integral to the operations of the organization.*
- ☐ *There are numerous cycles of risk identification and related mitigation which can be demonstrated across the organization.*
- ☐ *Risk incorporates all aspects of the organization, including employee health, workforce planning, customers, etc.*
- ☐ *The organization is recognized as a leader in enterprise risk management.*

g) Information technology is a true enabler for effective operational excellence.

- ☐ *There is a formal plan for implementation and use of technology, with budgets and accountability.*
- ☐ *Employees agree that technology is helping them advance their work.*
- ☐ *Mechanisms are in place to prioritize requests, and employees are provided feedback on the status of technology requests.*
- ☐ *Training is just-in-time to train employees on new technologies.*
- ☐ *The organization can provide examples of how technology is enabling the operations.*

h) Trend data over time has shown improvement in the reach and impact of communication.

- ☐ *There is evidence that the communication plan has produced effective results over time.*
- ☐ *This can be demonstrated through surveys, focus groups, etc.*

4.3 CUSTOMERS

CUSTOMERS

- a) **Levels and trends of performance are used to enhance and improve the customer experience (e.g., loyalty, retention, life cycles, innovative products and services, market share, growth, new markets etc.)**
- ☐ *There is evidence that the Customer Experience Plan and its execution is fully integrated into the culture of the organization with annual results driving sustained improvement.*
 - ☐ *The focus is on the entire organizational customer relationship. This includes factors such as responsiveness and understanding.*
 - ☐ *Results from customer surveys are summarized and progress charted over a period of at least three years. These results are shared openly and widely across the organization and are used for sustained improvement.*
 - ☐ *The organization demonstrates the linkage between employee engagement and customer satisfaction.*
 - ☐ *The organization can demonstrate leading and improving levels of customer satisfaction.*
- b) **Levels and trends of performance are used in responding to customer inquiries, complaints and appeals.**
- ☐ *Customer feedback has been compiled and analyzed over a period of at least three years.*
 - ☐ *The organization follows up with customers to ensure satisfactory resolution of any issues*
- c) **Customer relations are proactively managed to improve customer retention.**
- ☐ *The organization continues to analyze all input for opportunities to improve, connecting with the customer as required. Any resulting changes or improvements are implemented in a timely manner.*
 - ☐ *There is a consistent process in place to track customer loss and the information is used for ongoing improvement. There is improvement in customer retention over three years.*

d) Levels and trends for meeting established customer service standards for identified key customer contact points, are used for sustained improvement.

- ☐ *Customer service delivery standards are consistently applied across all customer contact points with evidence of sustained improvement.*
- ☐ *The organization can demonstrate improvement over at least three years in customer ratings regarding its compliance in meeting customer service delivery standards.*
- ☐ *Results are shared with all appropriate employees for ongoing improvement.*

e) The organization uses benchmarking data, information and other related sources, (e.g., advisory boards and user groups), to evaluate performance and implement innovative practices.

- ☐ *The organization looks outside the organization and compares its own performance to others, e.g., competitors, or similar organizations in the same or different sectors.*
- ☐ *Typical benchmarking could include service delivery, pricing, examples of innovation, market share, product and/or program development etc.*
- ☐ *Participation in best practice forums and information sharing are ways to gauge effectiveness.*

PARTNERS

f) Performance to partnership agreements continues to be assessed for ongoing improvement.

- ☐ *The organization and its key partners regularly review the products and/or services provided, as well as the mutual benefits derived from partnering.*
- ☐ *The organization defines and communicates partnership requirements. This ensures common understanding and continuity.*
- ☐ *The organization establishes processes to ensure partnership requirements are met and exceptions addressed.*
- ☐ *The organization has evaluation processes to determine the effectiveness of partners, and addresses issues and concerns. This involves input from all areas including direct input from employees; for example, by gathering, analyzing, and reporting of such items as:*
 - *Quality levels*
 - *Field performance*
 - *Timing of deliveries*
 - *Partnership value*

- ☐ *The organization addresses issues and concerns through such methods as:

 - *Conflict resolution*
 - *Corrective action*
 - *Correspondence*
 - *Discussion*
 - *Improvement initiatives*
 - *Performance review meetings*
 - *Documented performance evaluations*
 - *Partners' feedback on the impact of the relationship and improvements recommended.**
- ☐ *Feedback is provided to key partners on the quality of their services and/or products provided, and on their performance.*
- ☐ *The organization has open communication with key partners reflecting a trust-based relationship.*
- ☐ *Partners are fully aware, and share, the organization's focus on continual improvement.*

BENCHMARKING CAN BE....

- ✓ INTERNAL - comparisons within the organization
- ✓ COMPETITIVE - comparisons with direct competitors
- ✓ FUNCTIONAL - comparisons with organizations within the same sector
- ✓ GENERIC - comparisons against the best, regardless of industry, markets or geography

- g) There is evidence of positive results where key partners continue to collaborate in an innovative way in the design, development and enhancement of relevant services and/or products.**
- ☐ *The organization invites its key partners to brainstorm innovative solutions for the design, development and enhancement of relevant services and/or products.*
 - ☐ *There is evidence that each key collaboration is working well and has resulted in mutual benefit and innovative solutions.*

4.4 PEOPLE

- a) **The organization continues to evaluate employee physical and psychological health and safety, including the impact the HR and wellness plans are having on employee health.**
- ☐ *There is consistent year over year improvement in human resources, wellness and voice of the employee indicators and the results continue to be shared with employees.*
 - ☐ *Improved outcomes are achieved and benchmarked to the sector/industry average. For instance, there is lower absenteeism, employee turnover and/or churn, accident rates, and short- and long-term disability.*
 - ☐ *Information identified from assessments and employee feedback continues to inform ongoing planning and employee wellness programs in a cycle of continual improvement e.g. plan-do-check-act.*
 - ☐ *The organization is a role model in supporting employees in balancing work/life issues.*
 - ☐ *Any work stoppages and/or labour disputes over the last three years should be disclosed and reported.*
 - ☐ *An organizational audit has been conducted since Gold Level.*
 - ☐ *The audit uses data related to employee physical and psychological health and safety issues and concerns, employee satisfaction/engagement, productivity measures, absenteeism rates, short- and long-term disability rates, accident/injury rates, grievances, lawsuits, turnover/retention rates, extended benefits utilization, e.g., prescription drugs, psychologist benefits and employee assistance plan usage.*
 - ☐ *The audit results are used to create new practices, policies and procedures.*
 - ☐ *The audit results demonstrate the organization's commitment to an integrated physical and psychological health and safety management system.*
 - ☐ *There is a formal system in place to manage changes as they relate to physical and psychological health and safety at work.*
 - ☐ *The goals are clearly set out in the healthy workplace (Wellness) plan.*
 - ☐ *The goals for physical and psychological health and safety are being monitored on a regular basis.*
 - ☐ *The goals are being met consistently over time.*

b) There is evidence that workforce planning is effective.

- ☐ *A typical plan could include identification of key positions at all levels, competencies and potential candidates. The plan is reviewed and updated annually.*
- ☐ *Competencies identified by the organization to meet their strategic plan are reviewed and kept current.*
- ☐ *There is evidence of a smooth and timely transition as individuals resign or retire, including the retention of corporate memory.*

c) Employee engagement surveys continue to be conducted regularly. Results demonstrate improvement over time and are high relative to appropriate external contexts/benchmarks.

- *Examples of voice of the employee indicators include (but not limited to):*
 - *Engagement*
 - *Satisfaction*
 - *Security and safety*
 - *Trust and confidence in management*
 - *Management support*
 - *Stress levels*
 - *Co-worker cohesion*
 - *Learning and development*
 - *Commitment and loyalty*
 - *Healthy work environment*
 - *Diversity*
 - *Innovation*
 - *Inclusion*
 - *Rewards and recognition*
 - *Work Life Balance*
 - *Job security*
 - *Loyalty*
 - *Communication*

d) There is evidence that innovative ideas generated by employees are documented, considered and when appropriate implemented, communicated and celebrated.

- ☐ *The organization continually fosters participation and actively solicits ideas and suggestions from employees across the organization.*
- ☐ *A formal suggestion process has been in place for some time that encourages people to provide their ideas and suggestions for improvement. Suggestions are reviewed in terms of merit and their relevance to the strategic and/or improvement plans. This is often done by an Advisory Group to the CEO/Executive Director level.*
- ☐ *Ideas that are implemented are shared across the organization.*
- ☐ *Employees receive recognition and ideas are celebrated.*
- ☐ *Employees are provided feedback when they provide ideas. All suggestions receive a response in a timely manner – those accepted and those rejected. This can be demonstrated through employee surveys/focus groups. Response needs to happen quickly, because people often withhold ideas and suggestions when response is slow or indifferent.*

- ☐ *The organization has evolved methods in place to encourage, support and measure innovation. These include scheduled brainstorming sessions, as well as ways of:*
 - *Sharing effective practices*
 - *Celebrating results*
 - *Reinforcing lessons learned from failures.*

- e) Trend data is used to measure the effectiveness of training and development and its impact on organizational results over time.**
 - ☐ *Evidence of multiple improvement cycles on the effectiveness of training is evident.*
 - ☐ *Indicators of the effectiveness of training programs are derived from the:*
 - ✓ *Trainees' evaluations of the content of the courses*
 - ✓ *Competence of the instructor*
 - ✓ *Training materials and methods.*
 - ☐ *Further indicators of the training programs' effectiveness are obtained by:*
 - *Discussion on the effectiveness and timing of training and development courses with recent recipients. These relate to courses that are held, or supported, by the organization. Of particular interest is the application of acquired knowledge, to the trainee's work.*
 - *Follow-up surveys of the trainee and his/her supervisor, to determine if the newly acquired knowledge and skills can be applied in their daily work, i.e. are there any barriers to implementation of what the trainee has learned*
 - *Succession planning effectiveness.*

f) The employees perceive that the organization is a role model for a healthy workplace.

- ☐ *Employees perceive that there is organizational support for, and value of their contributions.*
- ☐ *Services or benefits are offered that adequately address employee physical and psychological health and safety needs.*
- ☐ *Supervisors have been developed/trained to effectively assist an employee who appears distressed at work. This attitude is consistent across all levels of the organization.*
- ☐ *Employees feel supported when they are dealing with personal or family issues.*
- ☐ *Employees who are returning to work after time off due to a mental health condition are supported.*
- ☐ *Employees and supervisors demonstrate a good understanding of the importance of the physical and psychological health and safety needs in the workplace.*
- ☐ *Trend data demonstrates that engagement scores have improved over time.*

4.5 PROCESSES

PROCESS IMPROVEMENT

- a) Levels and trends in performance demonstrate continual improvement in key service and/or product delivery processes.

☐ *There is attainment of improvements as demonstrated through*

- *reduced costs*
- *reduced rework errors*
- *process efficiency*
- *productivity*
- *cycle times*
- *reliability*

- b) Innovative solutions continue to be generated collaboratively with employees and other key stakeholders, with positive results.

☐ *Process improvement continues to be driven largely by customer needs and strategic objectives.*

☐ *There is evidence of increased year over year participation of customers, key partners and suppliers, and relevant employees in process management and related improvements.*

☐ *Key stakeholders clearly understand relevant processes in the organization and are invested in their improvement.*

PROJECT MANAGEMENT

- c) There is evidence of successful project management over time.

☐ *A standardized method continues to be in place for identifying and managing projects and is consistently applied across the organization.*

☐ *There is evidence that projects are always identified on established criteria including such things as strategic goals and priorities, return on investment, and ease of completion.*

☐ *Evidence may include trend data for all strategic projects to demonstrate, at a minimum, projects were on-time, on-budget with all objectives met.*

CHANGE MANAGEMENT

d) **Through the successful implementation of change management, there is clear evidence of “buy-in” to new methods or improvements across the organization.**

- ☐ *There is evidence of increased involvement of stakeholders in change management over time.*
- ☐ *There is evidence that change has been managed effectively as perceived by employees. This could include increased receptiveness to change by employees. This evidence may be gathered through surveys, focus groups, meetings etc.*
- ☐ *Change is difficult for employees, so there is a pragmatic, thoughtful approach to change that is used consistently throughout the organization.*
- ☐ *Change management methodologies exist. Change management principles could include:*
 - *Establish a sense of urgency*
 - *Create the guiding coalition (action team)*
 - *Develop a change vision*
 - *Communicate the vision for buy-in*
 - *Empower broad-based action*
 - *Generate short term wins*
 - *Never let up*
 - *Incorporate change into the culture.*
- ☐ *There is growing evidence of the involvement of stakeholders in change management.*
- ☐ *There is evidence that change has been managed effectively as perceived by employees. This could include increased receptiveness to change by employees. This evidence may be gathered through surveys, focus groups, meeting, etc.*

PROCUREMENT

e) The organization's ability to monitor and manage supplier performance has improved over time.

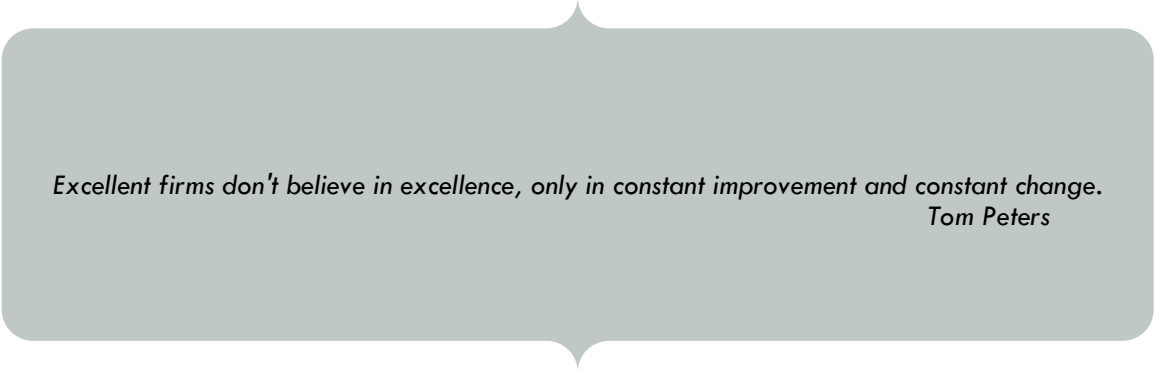
- ☐ *Levels and trends over three years on the organization's satisfaction with the key suppliers are measured and monitored over time based on such things as:*
 - *Quality levels*
 - *Field performance*
 - *Timing of deliveries*
 - *Supplier value*
- ☐ *Feedback continues to be provided to key suppliers on the quality of their services and/or products, and on their performance.*
- ☐ *The organization has trust-based relationships with key suppliers.*
- ☐ *Suppliers that do not meet the organization's expectations are released per contract.*
- ☐ *Feedback continues to be solicited from key suppliers regarding their relationship with the organization, and results continue to be used for sustained improvement.*
- ☐ *There is evidence of increased involvement of the organization's key suppliers in collaborating on innovative solutions for the design, development and enhancement of relevant services and/or products.*
- ☐ *There is evidence that each key collaboration is working well and has resulted in mutual benefit and innovative solutions.*

Planning and Key Performance Indicators

This section of the Guide outlines the various planning activities that an organization should undertake while implementing the *Excellence, Innovation and Wellness*® Standard.

There is not a “one size fits all” planning template. Planning in each organization should be customized to meet the strategic objectives and goals.

The following pages outline “typical” plans found in medium to large organizations.



Excellent firms don't believe in excellence, only in constant improvement and constant change.
Tom Peters

STRATEGIC PLANNING



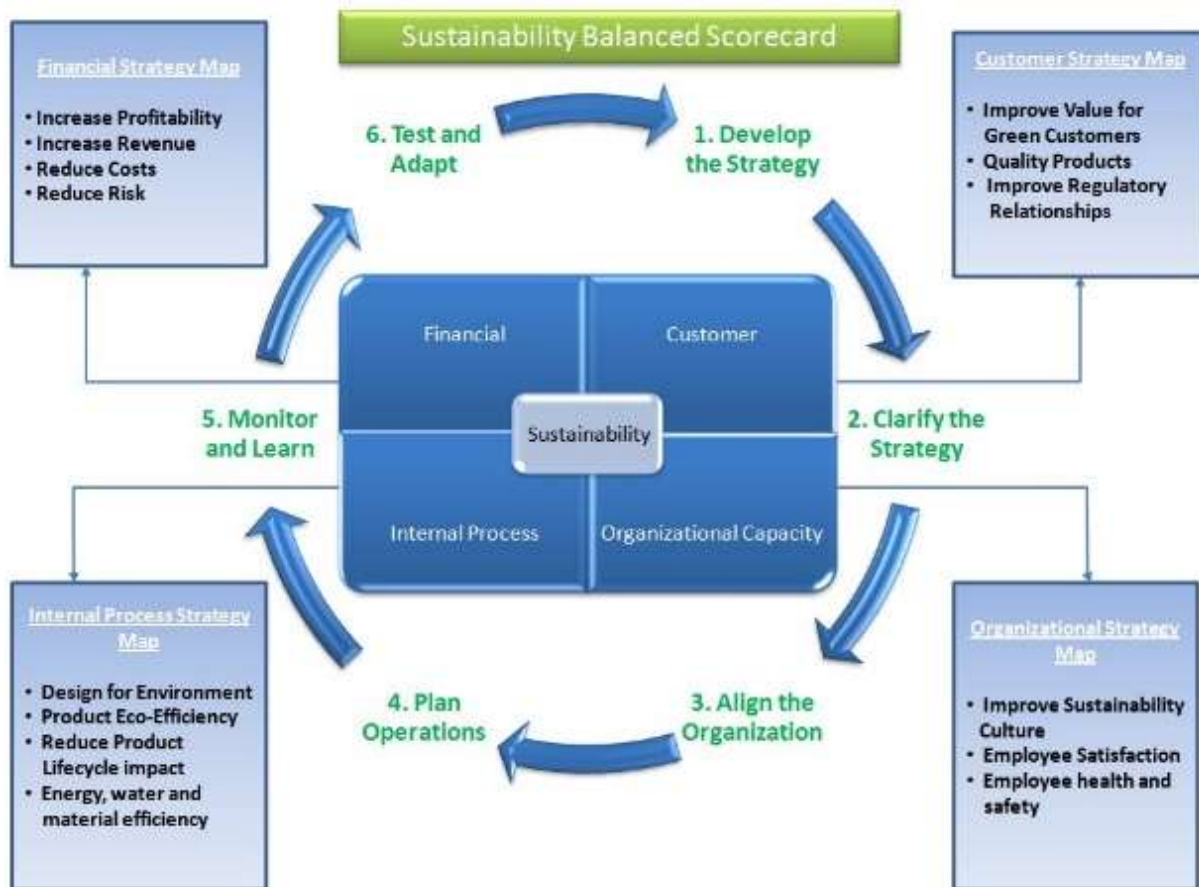
Many organizations take advantage of outside facilitators to guide the Board of Directors and senior management through a strategic planning process. This is of course an option, and Excellence Canada can provide assistance if needed.

The outcome of Strategic planning should be a set of organization-wide goals that are longer term e.g., 3 years out. These overarching goals will guide the organization as it progresses each year. It is important to monitor and revise these goals regularly and as required. Some organizations use a “rolling 3-year” approach where the goals are formally reviewed and adjusted each year as necessary.

A “balanced scorecard” and/or strategy map should form part of the Strategic Plan so that the goals and progress on these goals can be measured.

The scorecard is a performance measurement framework that assists an organization in developing a strategic approach to excellence, innovation and wellness. This scorecard is a tool to assist in developing related plans and as such, goals/objectives on the scorecard should be tied to the strategic objectives of an organization. In addition, the scorecard should be used to monitor, evaluate, and improve performance against the established objectives in the plans. It should be kept current (i.e. reviewed at least annually), updated as required and shared within the organization and with key stakeholders.

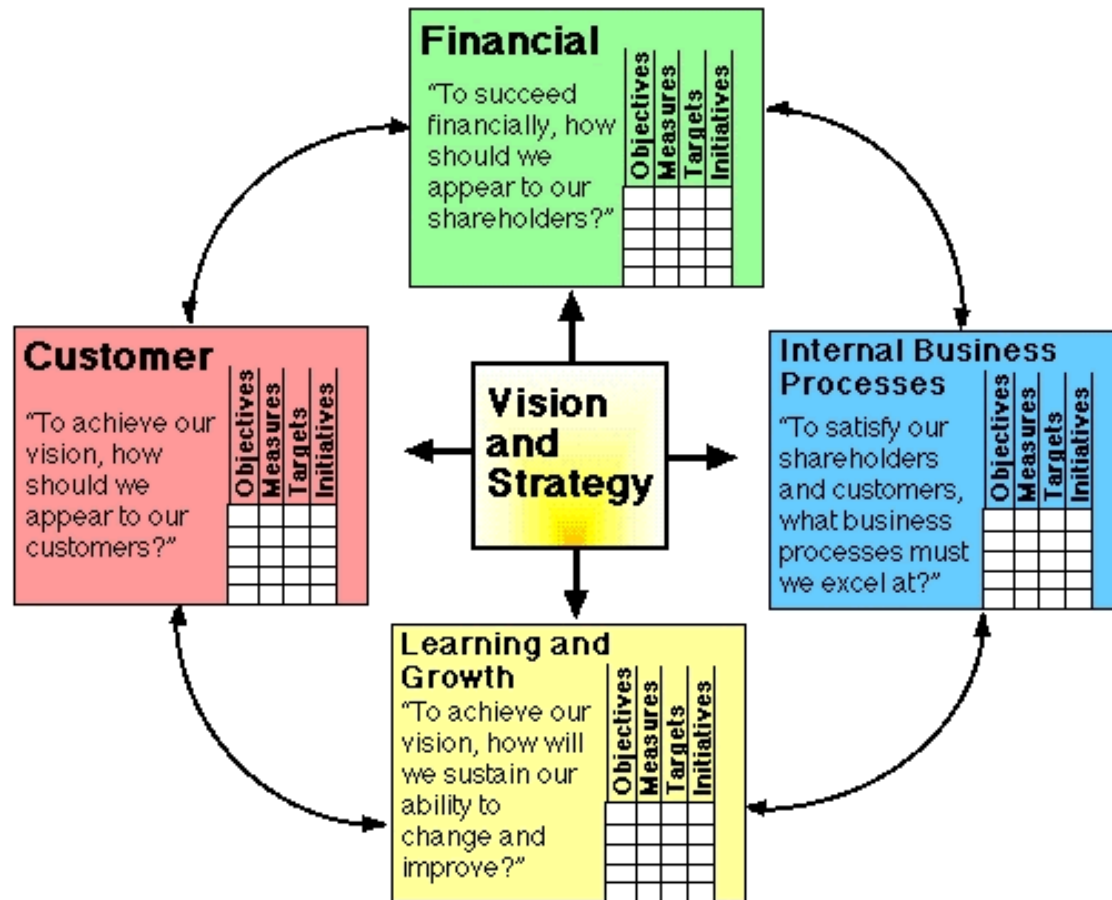
There are many examples of scorecards as illustrated below. Each organization should develop their own to suit their particular goals.



10

¹⁰ <http://solomon-nelson.blogspot.com/2011/11/peek-into-sustainability-balanced.html>

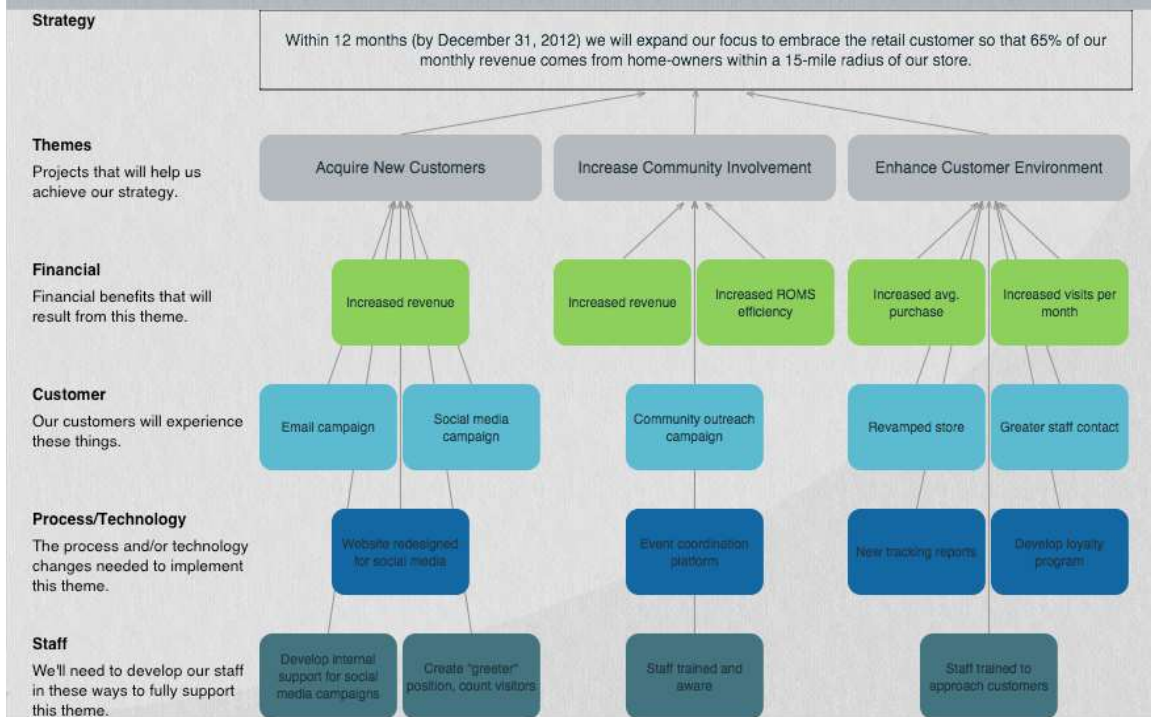
Kaplan Norton Model



11

¹¹ http://www.valuebasedmanagement.net/methods_balancedscorecard.html

Strategy Map

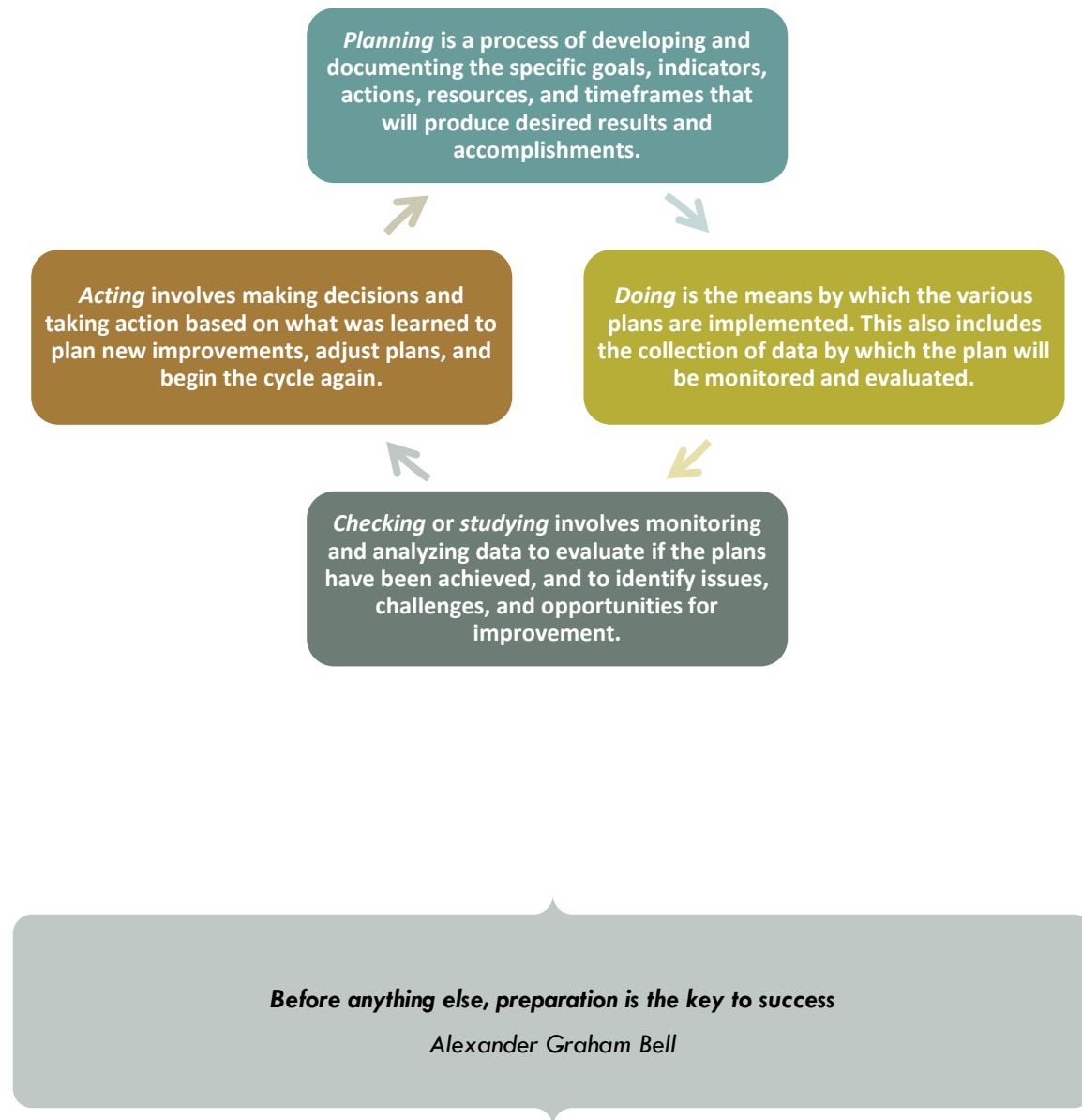


12

¹² <https://stratpad.com/wp-content/uploads/2012/01/A-Strategy-Map-visually-integrates-strategic-planning-elements.png>

Plan-Do-Check-Act Cycle

The foundation of the scorecard is the Plan-Do-Check (or Study)-Act Cycle, an iterative four-step method having many different purposes and uses. The cycle is based on the premise that improvement comes from the application of knowledge on a continuous basis. Through implementation, the organization learns what works and what does not, and uses this information to inform the next cycle of improvement.



Key Performance Indicators

The following SMART principles should be considered when selecting measures and indicators.

SPECIFIC	MEASURABLE	ATTAINABLE	RELEVANT	TIME-BOUND
<input type="checkbox"/> Clearly defined	<input type="checkbox"/> Cost effective	<input type="checkbox"/> Balanced	<input type="checkbox"/> Appropriate	<input type="checkbox"/> Due date
<input type="checkbox"/> Complete	<input type="checkbox"/> Targets set	<input type="checkbox"/> In context	<input type="checkbox"/> Reflective	
<input type="checkbox"/> Accurate			<input type="checkbox"/> Valid	

Keys to Planning Success

- i. Obtain commitment from senior leaders to use carefully designed metrics to monitor progress, make improvements, and assist in decision-making.
- ii. Construct measures that are as simple as possible, well-defined, meaningful, and widely understood. They also need to be closely aligned with organizational goals. These can then cascade down into the department and/or team level.
- iii. For each measure, assign an owner who is personally responsible and accountable for it.
- iv. Set a target for each measure. Measure owners should clearly understand that it is their responsibility to ensure that target performance levels are achieved. If targets are not met, owners should have reasonable explanations as to why not.
- v. Embed data collection activities in normal operating procedures.
- vi. Use information systems that support flexible data reporting.
- vii. Ensure high levels of data integrity, so that data is relevant, accurate, timely, accessible, interpretable, and coherent.
- viii. Ensure that skills regarding data integrity, as well as understanding and using metrics are part of management training.
- ix. Develop data management, analysis and reporting/presentation skills in someone to support measurement efforts.
- x. Develop skills in using and interpreting data in those who will be consumers of data and analysis.
- xi. Present data in a way that decision makers find easy to understand and interpret.
- xii. Develop an understanding of data trends over time.
- xiii. Invest time and effort in trying to understand why the results were obtained. If the desired results were not obtained, get to the root cause rather than discrediting the data.
- xiv. Ensure that employees at all levels of the organization see how their work and performance measures relate to the work and performance measures of others and ultimately to measures of organizational success.

Make a habit of discussing a problem on the basis of the data and respecting the facts shown by them

Kaoru Ishikawa

Typical Organizational Plans

In addition to the Strategic plan, operational plans help guide operations in a meaningful way. Not all of these have to have “formal” plans but at least a “strategy” that is documented and understood by the relevant stakeholders in the organization. All of these plans relate to each other, e.g., a workforce plan is related to managing risks, a technology could be related to retaining knowledge and improving systems/services for both internal processes and customers, etc.

The following pages will briefly outline each plan and typical Key Performance Indicators (KPIs) associated with a plan. This is not an exhaustive list! Other plans (or combination of plans) may be appropriate for your own organization.



Customers

A *customer experience plan* is a strategic process employed by an organization to manage the entire customers experience through feedback, analysis and customer participation in the organizational culture in order to improve overall performance. Customers refer to the bodies that buy or use the organization's products and/or services. The EIW Customer driver is focussed on both the external customer and the internal customer.

The customer experience plan should align to the organization's strategic plan from the perspective that the organization's high-level goals around growth, customer loyalty, productivity, etc. will have components that are drawn directly from the customer experience plan.

A customer experience plan:

- Defines the customer segments or groups that an organization serves,
- What they value from that service,
- Their satisfaction with how it is currently being delivered,
- At what cost.
- Each customer group should have a plan; however the plan will likely focus on different components that will add value to customers while improving the operations of the business. Information used to build the basic customer segments can be used to develop a more defined customer experience plan.

A customer experience plan includes the following:

- ☐ An overview of the organization's customer service standards.
- ☐ Identification of all key customer segments or groups, including external and internal customers.
- ☐ A summary of the specific needs of each segment or group, and how these needs are currently being addressed and met by the organization.
- ☐ The processes used to capture customer-related information (voice of the customer).
- ☐ The effectiveness and quality of the current experience across key touch points (e.g., how does the organization fare in relation to sales, marketing, service delivery, usage of loyalty programs and implementation for each segment).
- ☐ Key metrics of the customer experience. These might include: customer feedback including measures of engagement, satisfaction, loyalty, and complaints; benchmarking; customer service standards; sales; market share; retention; and referrals.
 - For example, does an organization have great sales numbers for a specific segment or group, but low service satisfaction and high turnover; as such this would indicate a demand that exists, but cannot be met due to potentially poor service, resulting in lost customers.

- ☐ Strategies to address gaps and opportunities for improvement as well as growth will be identified in the customer experience plan, as well as goals around the measures.
 - For example, if long implementation cycle times are identified as a significant gap to satisfaction within a particular group, (measured by an implementation survey as well as days to implement), then the plan would include strategies to reduce cycle times, and measures related to time and customer satisfaction to assess improvements.
 - For example, if one segment or group is highly satisfied and perceives great value from the organizations product/service, the plan might focus on growth and the acquisition of increased market share for this segment.
- ☐ The plan should include accountabilities assigned to customer service standards as well as communication strategies.



13

Sample Metrics in the Customer Experience Plan

<input type="checkbox"/> Benchmarking results <input type="checkbox"/> Complaints (e.g., number; percent resolved without escalation; etc.) <input type="checkbox"/> Customer service standards (e.g., percentage of standards met within stated timeframes; etc.) <input type="checkbox"/> Engagement ratings	<input type="checkbox"/> Loyalty (e.g., ratings; rate of customer retention; etc.) <input type="checkbox"/> Market share (e.g., percentage of market share; rate of growth in market share; number of new market segments entered into; etc.)	<input type="checkbox"/> Net Promoter Scores <input type="checkbox"/> Referrals (e.g., percentage of customers who would refer to a friend; actual number of referrals made; etc.) <input type="checkbox"/> Sales <input type="checkbox"/> Satisfaction ratings
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¹³ <http://www.thefotoartist.com/customer-experience-maturity-model.html>

Communication

Do not underestimate the importance of effective communication!

Good corporate communication is very much like good marketing. You have a message (product) that you need to 'sell' to your audience (customers). If they are going to 'buy it', you must package the message so that they can understand it and pay attention to it. You must make sure the value and benefit outweigh any downsides (the 'price' you are asking them to pay). And you must reach the audience through the right communication channels. Then, following the communications (promotion), you must be able to measure the effectiveness and how well the message is 'bought'.¹⁴

Whether you need to communicate general day-to-day information or "big news" about major changes in your organization, the best communications start with some good planning.

Involve key stakeholders in planning to determine what is important to them, as well as how they like to receive communication.

The goals of the communication plan tie into the strategic goals. The plan outlines the target audiences, including both internal and external stakeholders. Be sure to monitor and measure progress and effectiveness over time.

The plan should include:

- Identify the purpose
- Identify the audience(s)
- Plan and design the messages (content, mood, language)
- Identify resources required
- Plan for obstacle sand emergencies, e.g., crisis management
- Identify channels of communication to be used and distribution of the messages
- Create action plan
- Method for evaluation and adjustments

A customer is the most important visitor on our premises; he is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so.

Mahatma Gandhi

¹⁴ Mindtools.com

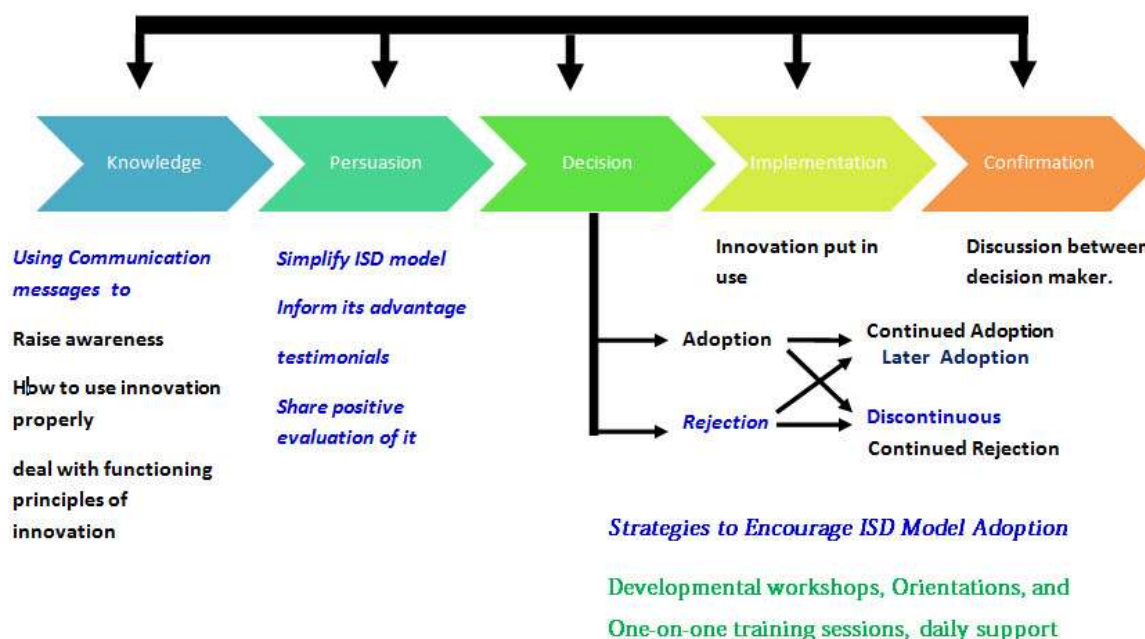
Example - Communication Plan

Deliverable/Description	Type	Target Audience(s)	Delivery Method	Delivery Frequency	Responsible
Status Reports	Mandatory	Sponsor Managers Steering Committee	Paper - Status Report emailed to audience	Monthly	Project Manager
Local Awareness Building Sessions Inform people of the project and the deliverables that will impact them	Informational	Local user community	Stand-up presentations	Schedule twice weekly until all users covered	Lead Analyst
Remote Awareness Building Sessions Inform people of the project and the deliverables that will impact them	Informational	Remote user community	Web cast presentations	Hold sessions three times a week until all users covered	Lead Analyst



18

Communication Channels: E-mail, Face-to Face, printed materials, Media

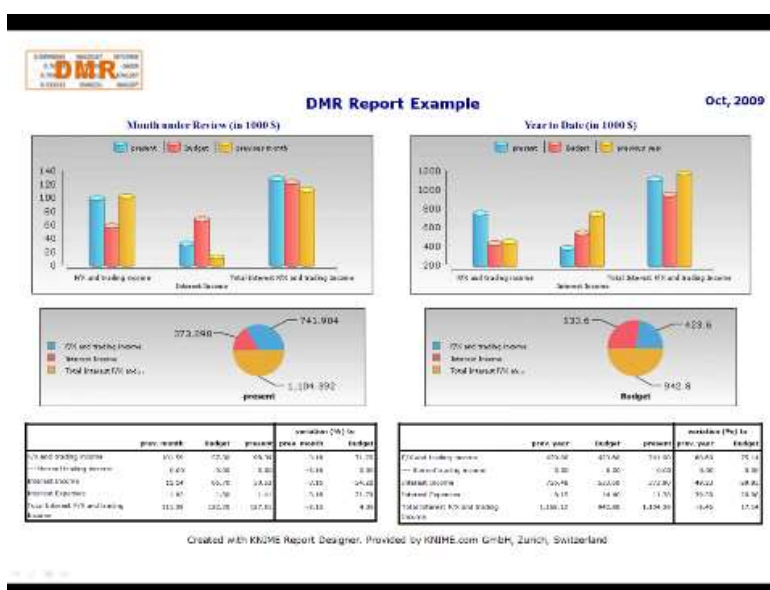


15

¹⁵ <http://isd2012.wordpress.com/2012/02/16/using-model-stages-rogers-innovation-dicesion-process-in-my-isd-model>

Financial

- ❑ A *finance plan* refers to the approach used by the organization for financial management and performance. Components of the plan include expenditure, revenue, and asset management, as well as the controls (e.g., to ensure with GAAP (Generally Accepted Accounting Principles), IFRS (International Financial Reporting Standards) or equivalent) put in place to audit and monitor financial performance. Short-term financial management planning is generally concerned with profit planning or budgeting. Long-term planning is generally strategic, setting goals for sales growth and profitability over a minimum of three to five years.
- ❑ A plan describes each of the activities, resources, equipment and materials that are needed to achieve these objectives, as well as the timeframes involved. The system will support adequate management reporting, policy decisions, fiduciary responsibilities and preparation of financial statements.
- ❑ The budget system will be connected to the FMIS and regular reporting should be normal practice for all budget holders.
- ❑ The Financial Planning activity involves the following tasks;
 - Assess the organization's environment
 - Confirm the vision and objectives
 - Identify the types of resources needed to achieve these objectives
 - Quantify the amount of resource (people, equipment, materials)
 - Calculate the total cost of each type of resource
 - Summarize the costs in order to create a budget
 - Identify any risks and issues with the budget
 - Set departmental budgets
- ❑ It is important to track financial results over time.



Sample Finance Metrics

- ☐ Monthly and quarterly analyses of budget variances and reports
- ☐ Review of adequacy of fund levels and infrastructure replacement requirements

Typical metrics for private sector organization include (but are not limited to):

- ☐ Activity ratios
- ☐ Cash flow
- ☐ Current ratio
- ☐ Debt to equity
- ☐ Inventory turnover
- ☐ Leverage
- ☐ Liquidity
- ☐ Profitability and earnings
- ☐ Receivable turnover
- ☐ Various sales/products-related reports and trends
- ☐ Working capital

Public sector and not-for-profit organizations should be able to demonstrate financial viability and compliance within established budgets and targets. Each organization may be different depending on where and how it receives its funding. Public sector and not-for-profit organizations should still conduct financial analysis and many of the typical metrics noted above could still apply.

Risk Management

An *enterprise risk management or ERM plan* includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress. By identifying and proactively addressing risks and opportunities, organizational enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall. It also includes key metrics for how the plan will be monitored and evaluated for progress.

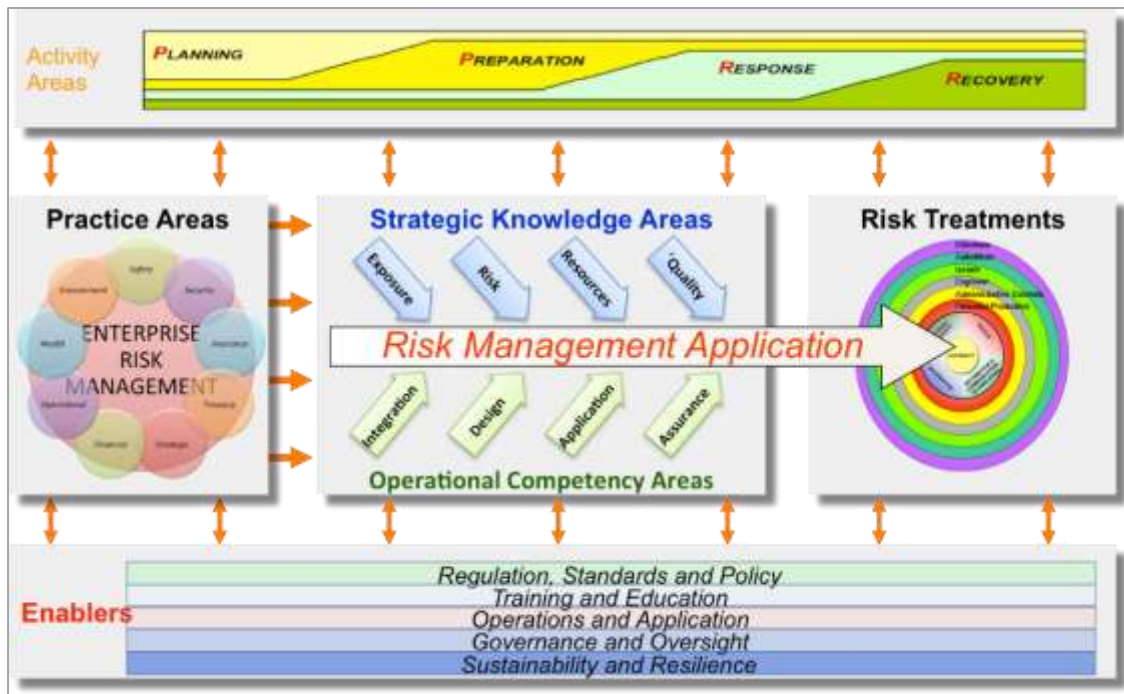
	Likelihood Low / Med / High (comments)	Impact Low/Med/High	Mitigation Strategies
Council rejects application	eg. Low. All works satisfy building codes, etc.	High/Med/Low	Ensure all works will satisfy necessary codes, etc.
Delays in Council approvals	May depend on how extensive project is, complexity, zoning etc.	High/Med/Low	Prior contact with Council to seek guidance, directions, in-principle support.
Budget shortfalls	Project has been appropriately scoped to cover all known contingencies/ Project will be fully funded by Grant.	High/Med/Low	Develop budgets to fully plan for known likelihoods and factor in relevant contingencies. Take a competitive approach to the market.
Financial	Where additional finances are required above Grant funds and contribution.	High/Med/Low	Ensure necessary assurances are in place from funding sources prior to commencement of project for contribution or additional funds.
Construction delays	May depend on scope of project, availability of trades, weather, price escalators.	High/Med/Low	Ensure project management/coordinator is fully capable and has submitted appropriate documentation required by the Funding Agreement.
Disruption to services	Some services may or will be impacted during the works.	High/Med/Low	As much of the work as possible will be carried out in the after hours period. Back-up plans in place?
Tenure	No issue? - practice owns the building. Lease agreements are in place?	High/Med/Low	Ensure all lease agreements are in place and owner consent is secured in writing.
Occupational Health and Safety	Need to become familiar with all necessary requirements.	High/Med/Low	Appoint a person to have Occupational Health and Safety responsibility for the project.
Unanticipated additional works	Site preparation difficulties encountered only after the project has commenced. Rock, sewerage, easements, etc.	High/Med/Low	Provide for as a contingency. Inform Department if substantial issues re costs/delays.

Risk #	Risk [except WHS risks]	Impact	Initial risk rating (before treatment strategies in place)
			Risk Rating:
4	Risk:		Consequence:
	Source:		Likelihood:
			Risk Rating:
5	Risk:		Consequence:
	Source:		Likelihood:
			Risk Rating:
6	Risk:		Consequence:
	Source:		Likelihood:
			Risk Rating:

Approved by _____

Signed _____

[Insert name, title, date of approval]



16

Sample Enterprise Risk Management Metrics

- ☐ Key risks (e.g., number identified; relative proportions of risks identified; percentage monitored; percentage mitigated; etc.)
- ☐ Organizational liability and reputation (e.g., number of processes in place to protect; etc.)
- ☐ Processes (e.g., percentage of areas involved in risk assessments; etc.)
- ☐ Risk mitigation plans (e.g., percentage executed on time; etc.)
- ☐ Training (e.g., percentage of employees trained in critical risk management techniques; etc.)

¹⁶ <http://www.arprice.com/picsawbz/Enterprise-Risk-Management-Plan-Sample.html>

Human Resources

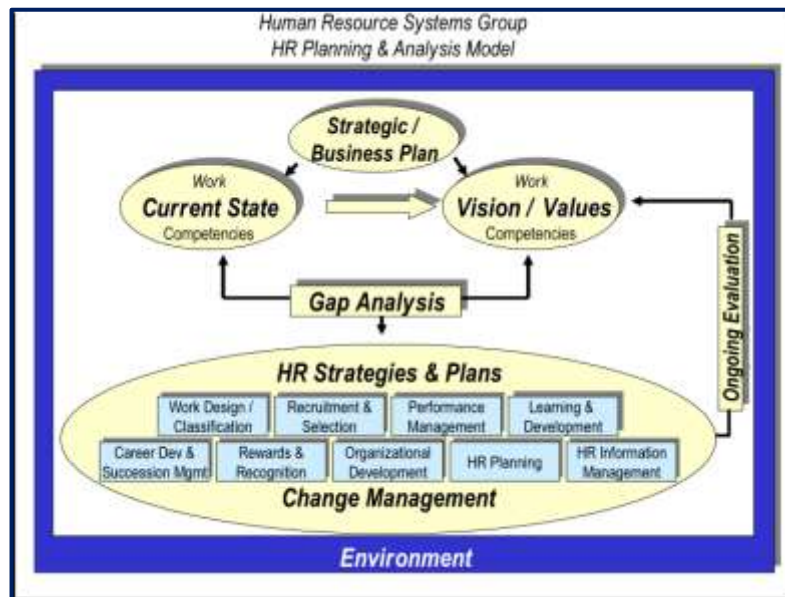
A strategic human resources (HR) plan outlines the strategies used to manage the employee workforce. There could be other plans as well, e.g., health and safety, healthy workplace, workforce planning, mental health, etc. It does not really matter how the organization structures all of this planning as long as all the aspects are covered.

Components of the HR plan should include strategies for recruitment, retention, succession planning; capacity building; diversity management; professional development and training, performance management, compensation and benefits, union relations, and rewards and recognition.

Another important component of the plan includes a strategy for obtaining Voice of the Employee data (often referred to as “engagement” or “satisfaction”).

Plans also include key metrics for monitoring and evaluating progress.

Data for current workforce capacity along with forecasting for future human resources requirements are often included in the plan (see Workforce Plan following)



17

We intend to conduct our business in a way that not only meets but exceeds the expectations of our customers, business partners, shareholders, and creditors, as well as the communities in which we operate and society at large.

Akira Mori

¹⁷ <http://www.hrsrg.ca/>

Workforce planning

Workforce planning is often referred to as a “human capital strategy” and includes strategies for succession planning. These aspects could also be covered in the human resources strategy, so perhaps not a need for a separate plan. There are two aspects including:

- ❑ Operational workforce planning functions on a person-to-person level and streamlines employee-related operations day by day. Examples include¹⁸:
 - Optimizing work schedules and employee hours
 - Optimizing the distribution of talent among divisions and departments
 - Identifying functional needs and hiring new employees to meet those needs
 - Identifying obsolete functions and reassigning employees as necessary
 - Ensuring the greatest possible overall worker job satisfaction

- ❑ Strategic workforce planning deals with broad-based issues that evolve over months and years and can encompass all the aspects of an organization. Examples include:
 - Forecasting knowledge drain as employees leave the organization
 - Forecasting future talent needs
 - Determining and evaluating likely future sourcing options, including succession planning
 - Implementing an effective workforce analytics strategy

¹⁸ Techtarget.com

The following chart depicts typical sections of the plan:



19

¹⁹ <http://360people.co.za/services/human-capital-strategy>

Wellness

Health is a state of complete physical, mental and social well-being, and not merely the absence of disease or infirmity.

World Health Organization (1948)

There is this concept of mental harm that can be created by the workplace, but in the same breath you can say that the workplace is also a potential engine for mental health. It can create mental health as well as mental injury.

Dr. Martin Shain

The concept of total wellness recognizes that our every thought, word, and behavior affects our greater health and well-being. And we, in turn, are affected not only emotionally but also physically and spiritually.

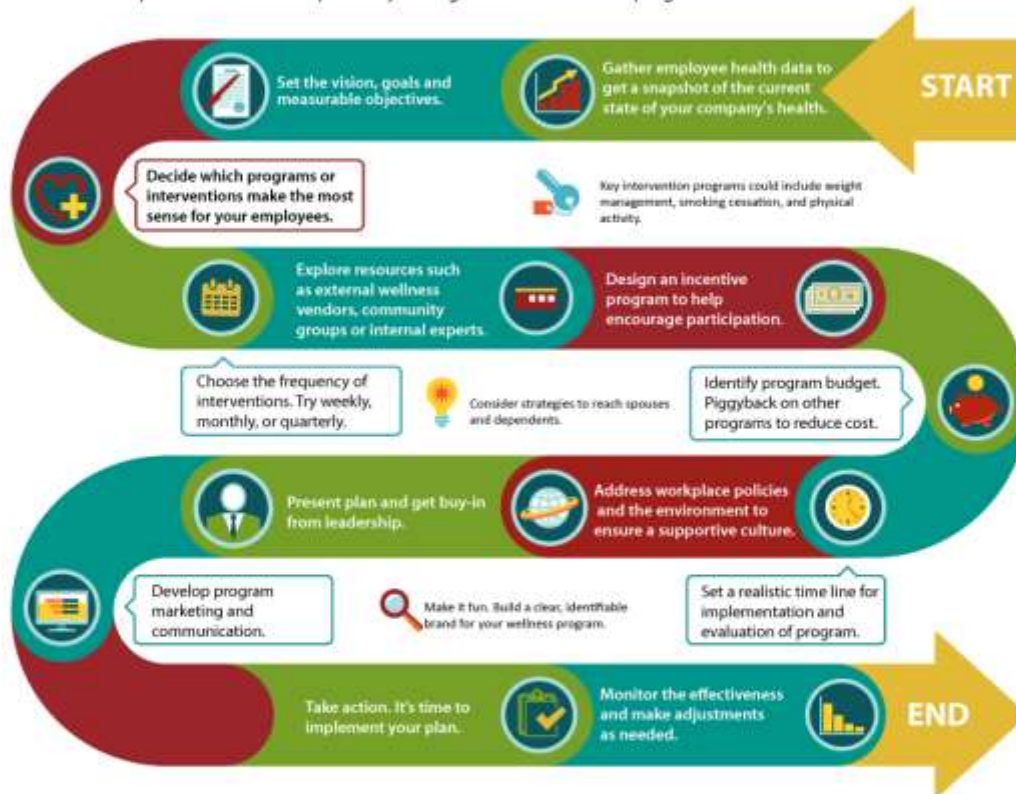
Greg Anderson

- ❑ A *wellness plan* addresses the needs of employees and includes strategies employed by an organization to address the physical environment and occupational health and safety, health and lifestyle practices, and workplace culture and supportive environment. A wellness plan addresses the following components: human resources; healthy workplace; and mental health. Each of these may be developed as smaller, individual plans, or may be incorporated into one overall plan for wellness.
- ❑ A *mental health plan* outlines the strategies used to promote, achieve, and maintain psychological well-being. Like the healthy workplace plan, components of the plan could include tools such as health risk assessments and needs assessments to develop the plan and associated programs and supports, as well how the plan will be implemented and evaluated. The objectives of the plan should promote a state of well-being in which employees are encouraged and supported to realize his or her own abilities, cope with the normal stresses of work-life, and work productively to contribute positively to the success of the organization and to his or her community.

HOW TO CREATE AN EMPLOYEE WELLNESS PLAN

Your Roadmap to Success

Wellness programs can help businesses reduce their health care costs and improve productivity by creating a healthier, happier workforce. And all good wellness programs begin with a solid plan. Follow the steps below to create a plan for your organizational wellness program.



Learn More

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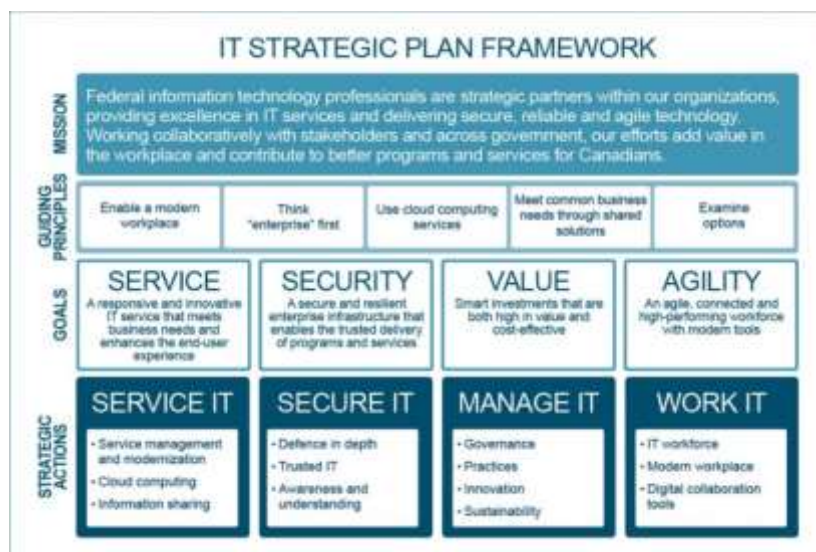
Sample Metrics in the Human Resources/Wellness Plan

As there is considerable overlap in metrics for Human Resources, Healthy Workplace, and Mental Health Plans, the metrics are presented together.

- ☐ Wellness Plan (e.g., the plan is regularly monitored, objectives of the plan are met; etc.)
- ☐ Absenteeism and 'presenteeism' rates
- ☐ Collective bargaining agreements (e.g., percentage of employees; etc.)
- ☐ Commitment and loyalty ratings
- ☐ Co-worker cohesion ratings
- ☐ Education, training and programs related to wellness, healthy workplace and mental health (e.g., number of offered; participation rates; etc.)
- ☐ Employee assistance plan utilization (e.g., participation rates; depth of usage rates; etc.)
- ☐ Employee engagement and satisfaction ratings
- ☐ Employee suggestions (e.g., number made; implementation rates; etc.)
- ☐ Extended health benefits utilization (e.g., number and type of prescription drugs; etc.)
- ☐ Grievances and/or complaints (e.g., number; percent resolved without escalation; etc.)
- ☐ Health and safety (e.g., accident/injury rates; workers' compensation claims; adherence to equipment maintenance schedules; etc.)
- ☐ Health Risk Assessment results
- ☐ Job stress (e.g., levels; ratings; number of strategies employed to address; etc.)
- ☐ Lawsuits and human rights complaints (e.g., number; percent of workforce involved in; etc.)
- ☐ Needs assessment (e.g., frequency; percentage of needs addressed; etc.)
- ☐ Productivity measures
- ☐ Recruitment rates (e.g., average time to recruit vacant positions; etc.)
- ☐ Retention rates (e.g., retention of high-performing employee members; etc.)
- ☐ Rewards and recognition (e.g., number offered; percent utilized; etc.)
- ☐ Short- and long-term disability (e.g., rates; return to work statistics; etc.)
- ☐ Training (e.g., types offered; participation rates; average training hours per employee; etc.)
- ☐ Training and development effectiveness (e.g., course evaluation; percentage of attendees applying new knowledge and skills in their daily work; etc.)
- ☐ Trust and confidence in management and management support ratings
- ☐ Turnover rates
- ☐ Vacancy rates
- ☐ Work-life balance ratings
- ☐ Workload

Technology

An *information technology plan* outlines how the organization utilizes information technology tools, processes, methodologies (e.g., communications, storage and retrieval, and systems analysis, design, and control), and equipment to collect, process and present information. Key metrics for how the plan will be monitored and evaluated for progress are also a part of the information technology plan.



20

Sample Information Technology Metrics

- ☐ Costs (e.g., total annual IT investment per employee; percentage of IT spending to total budget; percentage of IT costs associated with IT maintenance; etc.)
- ☐ Customer satisfaction (e.g., percentage of customers that are given satisfaction surveys; customer satisfaction ratings; number of actions taken as a result of customer feedback; number of complaints; etc.)
- ☐ Service requests and resolution (e.g., average number of calls/service requests per handler; average time to solve service requests; first-call resolution rate; percentage of service requests requiring escalated service; percentage of overdue service requests; percentage of reopened service requests; percentage of service requests resolved within an agreed-upon period of time; ratio of incidents to employees; service request backlog; etc.)
- ☐ Systems availability (e.g., frequency and average planned downtime; frequency and average unplanned downtime; rate of downtime to total availability; etc.)
- ☐ Antivirus/antispymware software (e.g., percentage of systems covered; etc.)
- ☐ Backup and recovery (e.g., age of backup; average time to restore backup; frequency of backup; percentage of backups that are fully encrypted; percentage of successful backup operations; etc.)

²⁰ <http://www.tbs-sct.gc.ca/hgw-cgf/oversight-surveillance/itpm-itgp/it-ti/gcitsp-tigcps-eng.asp>

Innovation

Innovation— any new idea—by definition will not be accepted at first. It takes repeated attempts, endless demonstrations, and monotonous rehearsals before innovation can be accepted and internalized by an organization. This requires courageous patience.

Warren Bennis

An *innovation plan* is a strategic process employed by an organization to manage innovation, and it could include knowledge and information in order to improve overall performance (or these could be separate plans). Innovation and knowledge management consistently informs product, services, processes design and is part of the organization's culture.

An *innovation plan* is made by an organization to encourage advancements in products or services. The plan specifies the processes by which new ideas are generated and applied to the organization's resources in order to promote greater value of products or services. It also includes key metrics for how the plan will be monitored and evaluated for progress.

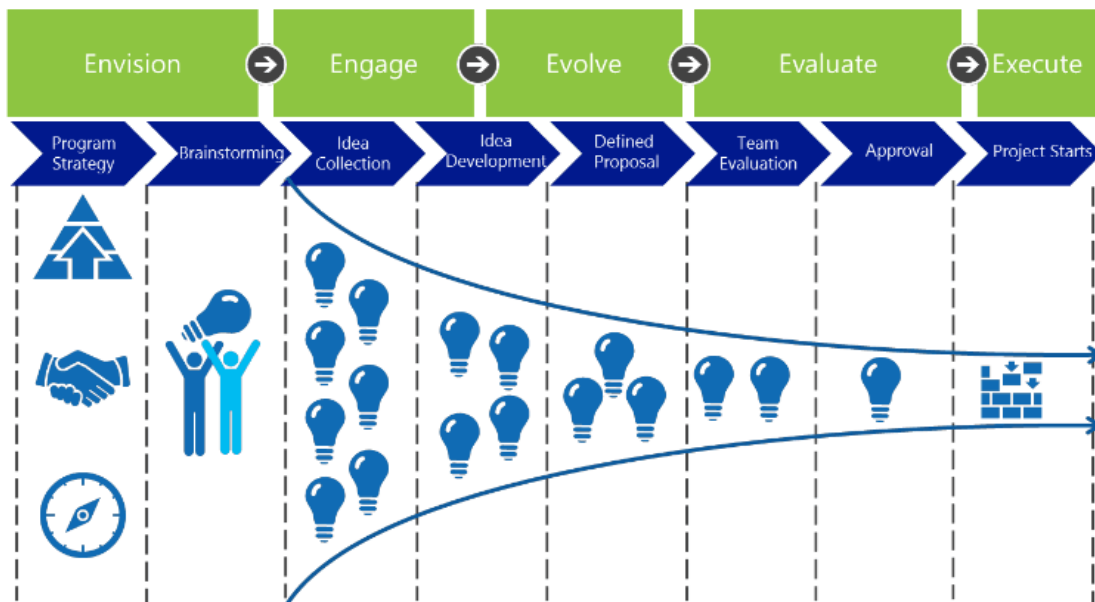
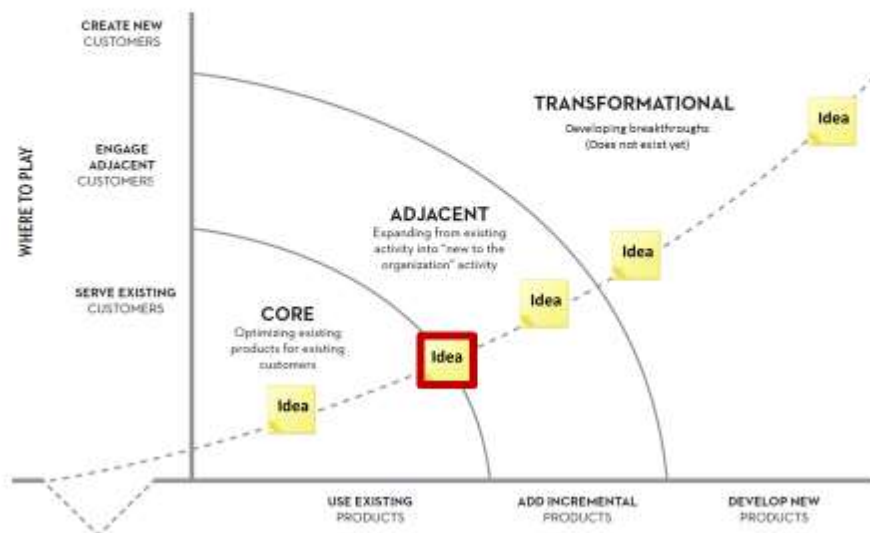


Diagram 2: The Five Sub-processes for Innovation Management

²¹ <http://blog.avanade.com/avanade-insights/innovation/hot-off-the-press-industry-best-practices-for-enterprise-innovation/>

Where we will play on the Innovation Curve



22

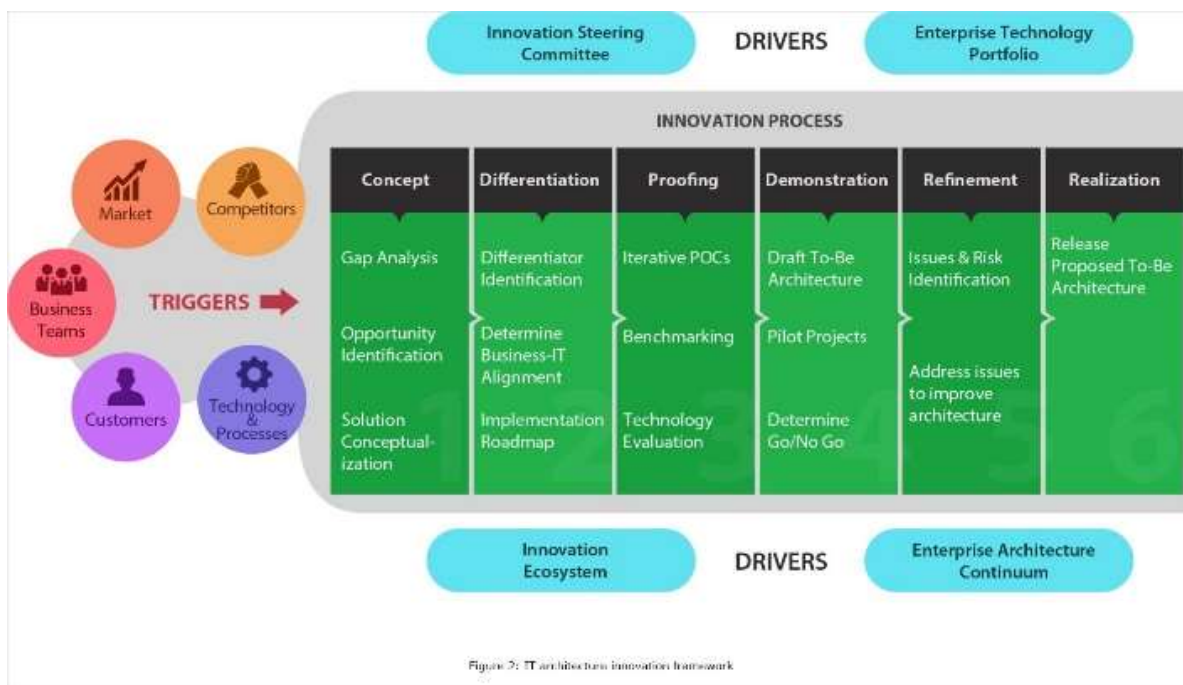


Figure 2: IT architecture innovation framework

23

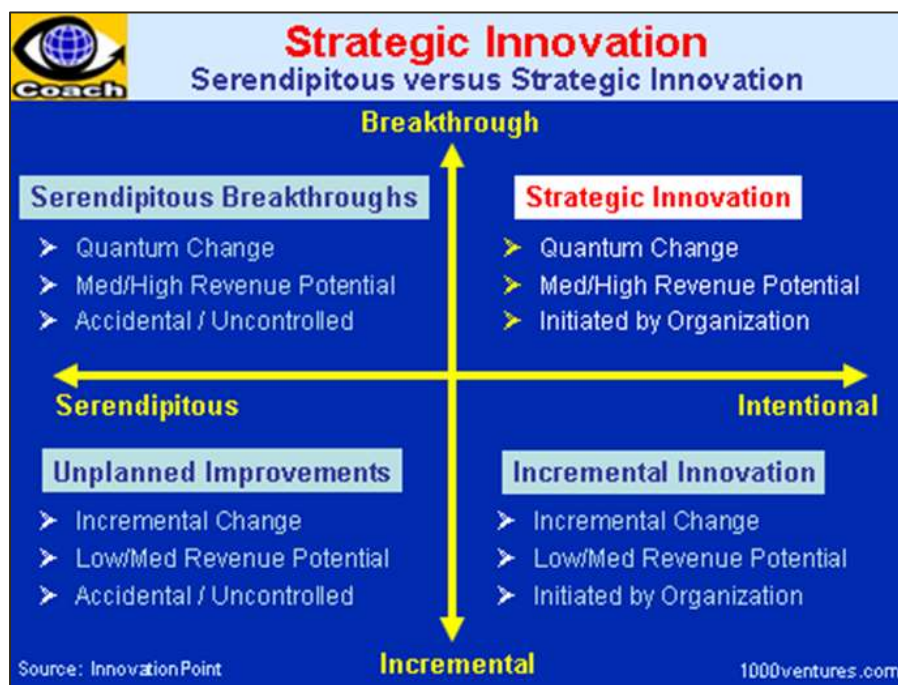
²² York Region

²³ http://www.tcs.com/resources/white_papers/Pages/Innovation-Imperatives-Retail.aspx

 Strategic Innovation 7 Dimensions		
1	A Managed Innovation Process	▶ combining non-traditional and traditional approaches to business strategy
2	Strategic Alignment	▶ building support
3	Industry Foresight	▶ understanding emerging trends
4	Consumer / Customer Insight	▶ understanding articulated and unarticulated needs
5	Core Technologies and Competencies	▶ leveraging and extending corporate assets
6	Organizational Readiness	▶ the ability to take action
7	Disciplined Implementation	▶ managing the path from inspiration to business impact

Source: InnovationPoint 1000advices.com

24



25

²⁴ http://www.1000advices.com/guru/innovation_strategic_7d_ip.html

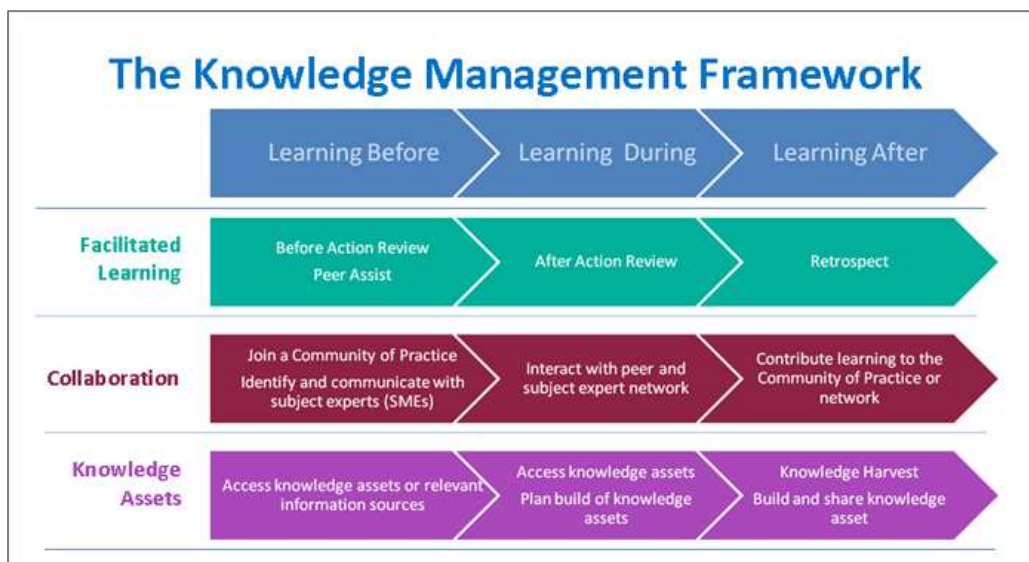
²⁵ http://ventures.powweb.com/business_guide/innovation_strategic_byip.html

Sample Innovation Metrics

- ☐ Ideas (e.g., average time from idea submission to launch; number of ideas submitted by employees over a given time period; ratio of ideas tested to those suggested; ratio of successful ideas to ideas submitted; etc.)
- ☐ Revenue (e.g., proportion of the organization's revenues derived from the sales of new products/services—those recently developed, those that are less than a certain number of years old; changes in the organization's market value; etc.)
- ☐ Tools and methodologies (e.g., number available to employees; etc.)
- ☐ Workforce (e.g., percentage for whom innovation is a key performance goal; percentage who have received training in the concepts and tools of innovation; percentage of executives' time spent on strategic innovation rather than day-to-day operations; percentage of workforce time dedicated to innovation projects; etc.)
- ☐ Costs/Budget (e.g., percentage of R&D costs for new products; percentage of capital that is invested in innovation activities; etc.)
- ☐ Costs/Budget (e.g., percentage of R&D costs for new products, percentage of capital that is invested in innovation activities, etc.)
- ☐ Design (e.g., cycle time; number of design iterations and/or changes; number of ongoing experiments and ventures; etc.)
- ☐ Growth (e.g., number of new markets entered in past year; number of new products/services launched in the past year; etc.)
- ☐ Response time (e.g., time taken to respond to customer needs, requests or problems; the time taken to bring new products or services to market; time taken to enter new markets, etc.)

Knowledge Management

A *knowledge management plan* is a framework for designing an organization's strategy, structures, and processes so that the organization can use what it knows to learn and create value for its customers and community. It also includes key metrics for how the plan will be monitored and evaluated for progress.



26

Sample Knowledge Management Metrics

- ☐ Employees (e.g., growth and ability to hire talented employees; retention of experienced, knowledgeable employees; span of influence of knowledgeable employees, etc.)
- ☐ Impact of new knowledge on key measures of organizational performance such as new products or services, productivity, cost reduction, or quality improvement
- ☐ Knowledge creation and utilization activities (e.g., number of knowledge creation activities (i.e., databases, white papers, lessons learned reports, best practice documentation); participation rates in committees/teams; number of presentations made regarding new knowledge; frequency of access and utilization of codified knowledge assets; etc.)
- ☐ Knowledge management activities (e.g., number and utilization of mechanisms to consistently gather and share knowledge across the organization; etc.)

²⁶ <http://www.ksslibraries.nhs.uk/elearning/km/>

Additional Planning tools and options

- ❑ An ***excellence plan*** is a strategic process employed by an organization to achieve excellence. The excellence plan addresses the following components: governance; finance; corporate social responsibility; enterprise risk management; continuous quality improvement; process management; project management; and partners and suppliers. Each of these may be developed as smaller, individual plans, or may be incorporated into one overall excellence plan.
- ❑ A ***governance plan*** refers to the approach used to develop and implement a system of management, charters, by-laws, and policies for how the organization is overseen and held accountable, usually via a Board of Directors or Governors. In addition to key metrics for monitoring and evaluating the plan, it also includes governance standards such as fiscal responsibility, security, audit, accountability, strategic direction, and CEO performance.

Sample Governance Metrics

- ❑ Board composition (e.g., number of directors; reflects a balance of community diversity and stakeholder interests; specific expertise and background experience; participation and attendance at meetings; etc.)
- ❑ Board effectiveness (e.g., due diligence; adherence to policies and standards; no undue influence; conflict of interest; conflict resolution; etc.)
- ❑ Board roles, responsibilities and rights
- ❑ CEO compensation and performance
- ❑ Compliance (e.g., to legal and regulatory requirements; code of ethics; privacy regulations; occupational health and safety; etc.)
- ❑ Corporate behaviour (e.g., disclosure of policies and performance for code of ethics and moral behaviour, corporate social responsibility, enterprise risk management, environment; etc.)
- ❑ Finance (e.g., performance and disclosure; shareholder returns for private sector or financial performance for public sector; etc.)
- ❑ Internal controls and audit functions (e.g., audit committee exists; financial expertise on audit committee; control of assets; technology; signing authority; procurement; etc.)
- ❑ Lawsuits (e.g., existence of; etc.)
- ❑ Security (e.g., protection and of privileged information)
- ❑ Strategic plan (e.g., regularly monitored and progress reported on; percentage of strategic goals or objectives accomplished; etc.)

- ❑ A ***corporate social responsibility or CSR plan*** refers to an organization's sense of responsibility towards the community and the environment (both ecological and social) in which it operates. Organizations express this citizenship (1) through their waste and pollution reduction processes, (2) by contributing to educational and social programs, and (3) by earning adequate returns on the employed resources. It also includes key metrics for how the plan will be monitored and evaluated for progress.

Sample Corporate Social Responsibility Metrics

- | | |
|---|---|
| <input type="checkbox"/> Carbon footprint | <input type="checkbox"/> Involvement in CSR (volunteer hours, funds raised, etc.) |
| <input type="checkbox"/> Corporate philanthropic budget | <input type="checkbox"/> Waste reduction metrics |
| <input type="checkbox"/> Employee volunteerism in the community | |

- ☐ A **continual quality improvement plan** specifies how the organization will meet and exceed customers' agreed requirements, the first time, every time, at the lowest cost, as well as the overall approach to continuous quality improvement. It also includes key metrics for how the plan will be monitored and evaluated for progress.

Sample Continual Quality Improvement Metrics

Cost of quality –all costs incurred to achieve quality. These costs fall within one of three categories: *prevention*; *inspection*; and *failure*.

Prevention costs - costs incurred in making sure something is right "*first time, every time*" (e.g., training; planning; supplier certification; automation; identifying customer requirements; etc.)

Inspection costs - costs incurred as a result of having to check work to see whether it has been performed to the required standard (e.g., checking and inspecting work, supplies, and materials; proof reading; testing equipment; carrying out audits on work done; checking the quality of received goods and services; assessing customer satisfaction levels; etc.).

- Audit results (e.g., effectiveness; percentage of action points implemented within time planned; rate of recurring audit findings; etc.)
- Compliance with standards (e.g., number and percentage in compliance, etc.)
- Rates of units rejected by quality inspection

Failure costs - costs incurred when an organization fails to "*get it right the first time*". Failure costs can be broken down into two categories, internal failure costs and external failure costs.

- ☐ *Internal failure costs* are those costs incurred to put right all those things found wrong before they go to the customer (e.g., rework; scrap and waste; making up for unplanned computer down-time; over-stock to account for defective parts; idle time waiting for input; re-inspection and re-testing; etc.)

- Corrective action (e.g., rate of corrective action required; number of issues successfully addressed; etc.)
- Data accuracy ratios

- ☐ *External failure costs* are those occurring after delivery or shipment of a product (or during or after providing a service) to the customer (e.g., credits; write-offs; billing errors; poor service; incorrect supplier payments; complaint handling; returns; replacement costs; warranty claims; overtime; lost customers and market share; product recalls; customer service; technical support; etc.)

- ☐ *Hidden costs* associated with failure (e.g., reduced job satisfaction; employee turnover; absenteeism; etc.)

- ☐ Time of employees available for improvement activities

- ❑ A **process management plan** outlines the organization's approach to defining and documenting key processes, responsibilities, and how process performance will be evaluated. It also includes key metrics that will be collected and used to measure and monitor process stability. For each key process, there is documentation of what is to be measured, how it is to be measured, and at what stage of the process the measurement should occur. Process performance measures are used to improve processes.

Sample Process Management Metrics

- ❑ Costs (e.g., related to operating; re-work, etc.)
- ❑ Cycle times
- ❑ Efficiency rates
- ❑ Error rates
- ❑ Indicators of reliability
- ❑ Order fulfillment (e.g., on-time; etc.)
- ❑ Process improvement initiatives (e.g., number; successful completion rates; etc.)
- ❑ Productivity rates
- ❑ Re-work rates
- ❑ Total turnaround time
- ❑ Waste reduction rates

- ❑ A **project management plan** outlines the organization's approach to the management of projects. The project management plan presents an overview of the methodology used to develop, plan, manage and implement projects. It focuses on developing specifically defined outputs that are to be delivered by a certain time, to a defined quality standard and with a given level of resources so that planned outcomes are achieved. The plan also specifies the key metrics for how projects will be monitored and evaluated for progress.

Sample Project Management Metrics

- ❑ Project results to Plan
- ❑ Costs/budget (e.g., rate of projects completed within budget; etc.)
- ❑ Deliverables (e.g., rate of deliverable completion; satisfaction ratings for deliverables; rate of deliverables completed according to plan; etc.)
- ❑ Length of project tasks (e.g., average number of days open; etc.)
- ❑ Completion rates (e.g., milestone achievement ratio; overdue project tasks rates; on-time project completion rates; etc.)

- ❑ A **partnership plan** is a strategic process employed by an organization to manage their relationships with partners in order to improve overall performance. *Excellence Canada* defines partners as three types of relationships: (1) financial partners (e.g., win/win financial partners i.e., profit sharing, commissions, royalties, etc.), (2) non-financial partners (e.g., volunteers, agencies, charities, etc.), and (3) suppliers of goods and services. A partnership plan includes the identification of key partners; relationship management; identification of priorities and values; roles and responsibilities; goals and objectives; clear expectations for performance; conflict resolution mechanisms; and key metrics.

Sample Partnership Metrics

- ❑ Conflict resolution (e.g., number of conflicts successfully resolved; number of formal disputes; etc.)
- ❑ Corrective action (e.g., rate of corrective action required; etc.)
- ❑ Field performance (e.g., ratings of whether requirements are met; ratings of exceptions addressed; etc.)
- ❑ Partner feedback (e.g., ratings of relationship management; etc.)
- ❑ Partnership value (e.g., contributions to organizational performance; etc.)
- ❑ Performance review meetings (e.g., number; frequency; ratings of mutual benefit; etc.)
- ❑ Quality levels
- ❑ Ratio of price paid to price quoted
- ❑ Satisfaction ratings (e.g., quality of services/products; etc.)
- ❑ Timing of deliveries (e.g., ratio of on-time deliveries; etc.)

A Supplier plan needs to be separated in accordance with the new standard. The sample metrics for a Supplier plan would be similar to the partnership above.

Guide to Self-Assessment

Self-assessment is used to identify an organization's strengths (what you are doing well) and opportunities (what you can improve upon) against each individual Requirement of the ***Excellence, Innovation and Wellness® Standard***. The first time the organization conducts a self-assessment, we recommend that you hire an experienced *Excellence Canada* certified coach.

In addition to using a certified Coach, training is available for key personnel in the organization, e.g., the new *Excellence, Innovation and Wellness®* course, as part of the Certified Excellence Professional® (CEP) program.

The following reference notes will help your organization create a team, plan and conduct the self-assessment, and review the results. Conducting a self-assessment is an excellent way to discover if your organization has met the *Standard* at each level and if it is ready to apply for certification.

Purpose

- ☐ To provide a sound approach and methodology for organizations to assess their current strengths and identify opportunities for improvement (at a specific level).
- ☐ To help organizations create and/or maintain excellence, innovation and wellness.
- ☐ There is no pass or fail. Organizations learn where they stand compared to a specific *Standard* level and how best to move forward.

Benefits of Participating in an Assessment

- ☐ Helps organizations understand how to implement the principles required to create a workplace that fosters excellence, innovation and wellness.
- ☐ Integrates various initiatives.
- ☐ Improves communication within organizations.
- ☐ Stimulates sharing of approaches within organizations, the sector and with other sectors.

When to Conduct a Self-Assessment

A self-assessment should be conducted each time the organization starts a new level. Once strengths and opportunities have been identified, the organization plans how to “*close the gaps*” by working on the identified opportunities as part of the planning process.

Once gaps have been “closed”, a self-assessment should be conducted again, to once again identify strengths and opportunities. If a score of 65% or higher²⁷ is obtained, the organization is ready to apply for certification at that level. This second self-assessment (or update) should be included with your submission.

When the organization is ready to submit an application, *Excellence Canada* recommends conducting a “mock” verification by an *Excellence Canada* certified coach, in order to prepare for the verification site visit. Be sure to attach self-assessment results to the application.

The Self-Assessment Team

- ❑ A good self-assessment team is important to the success of the process. The assessment team provides all the necessary information before the assessment, administers the process, compiles the results, and assists in the development of an action plan. The team also is responsible for reporting the findings to the organization’s leaders.
- ❑ Team members should be appointed, or asked to volunteer, from various parts of the organization. Look for people who are energetic, organized and committed. For small organizations (or a department, division, or work unit), as few as two people will be enough. Larger organizations will likely need larger teams, but to maintain focus, the team should consist of about 10 people. The team will likely split up in pairs to conduct a series of focus groups.
- ❑ To be successful, everyone must understand the self-assessment purpose and process. The team needs to openly communicate when, where, and how it will take place, as well as why it’s being done. The team should also invite questions about it and provide answers. The team should stress the positive, and reinforce that is not a pass or fail exercise. For some, an assessment signals danger. Assure everyone that its purpose is to help educate and inform the organization. This will minimize resistance, build trust, gain commitment, and help ensure candid responses.

TIP - CHOOSING THE FACILITATOR

- ✓ This person guides the proceedings and keeps people on track. He or she should have leadership ability, organizational skills and good communication skills. The first time you do this, we recommend retaining an Excellence Canada coach.
- ✓ The facilitator must become well versed in the *Standard* level being assessed.
- ✓ Training is available through *Excellence Canada* (the new *Excellence, Innovation and Wellness course, Organizational Excellence Assessment course*).

²⁷ For Bronze, the minimum score required for Certification is 65%. To be eligible for Silver, Gold and/or Platinum Certification and CAE, the minimum score required is 70%.

Planning the Self-Assessment

A well-organized plan is critical to the success of the self-assessment process.

Preparing the Self-Assessment Team

- ☐ Team members should familiarize themselves with the ***Excellence, Innovation and Wellness® Standard*** and Implementation Guide for the level they will be assessing to. If there are questions, these should be reviewed with the facilitator well in advance of the focus groups.
- ☐ As well, the Scoring Guidelines section of this Guide should be reviewed to ensure that team members approach scoring in the same way.

Focus Group Discussion Questions

- ☐ The facilitator should create a proposed series of focus group questions that cover the ***Excellence, Innovation and Wellness® Standard*** for the level they will be assessing to.
- ☐ The self-assessment team should review these with the facilitator and make any adjustments as needed.
- ☐ A final series of discussion questions should be agreed upon and produced.

Scheduling Focus Groups

- ☐ 60 minutes should be allocated for each focus group discussion, with a minimum 30-minute break between groups.
- ☐ The team should agree which focus groups he or she will be responsible for. It is often best if team members work in pairs.

Focus Group Participants

- ☐ The best focus group discussions often occur with cross-departmental groups. Plan to invite no more than 20 people per group. Numbers mean safety, and being part of a group can encourage people to speak. One person's thoughts may also trigger others' and build conversational momentum.
- ☐ To ensure good attendance, participants should be notified as soon as possible about the date, time and location of the self-assessment focus groups. As well, at least one follow up reminder should be sent. Remember to communicate that the purpose of the self-assessment is to help educate and inform the organization and to identify strengths and opportunities for improvement.

Conducting the Self-Assessment

- ☐ Using the discussion questions, and the agreed upon process, conduct the self-assessment focus groups.
- ☐ Maintain a good pace for the discussion, keeping in mind there is generally a lot to cover in each 60-minute focus group. Use the guidance points in this Implementation Guide to assist you and to maintain a conversational flow.
- ☐ Ensure that all participants have a chance to contribute to the discussion.
- ☐ Team members should write their thoughts during and after the focus groups. Keep comments short and in point form, identifying strengths, achievements, and opportunities. These comments will help the team score and complete the self-assessment report.
- ☐ For confidentiality reasons, team members should not discuss the focus group discussion findings outside of the self-assessment team. There will be plenty of time for discussion later.

Scoring and Documenting Results

- ☐ After the Self-Assessment, the team should discuss the findings and seek consensus. The strength of the assessment lies in the comments and feedback of the team. It is important to remain focused on the strengths and opportunities identified.
- ☐ Each team member should score each *individual Requirement* at the level being assessed. Have each member of the team share their own scores for each *individual Requirement*. Quite often, team members' scores will be similar. When this happens, consensus exists and no further discussion is needed. Scoring, however, requires judgment, and variation is natural and normal. Use the Scoring Guidelines to help reach consensus.
- ☐ The facilitator records the scores and comments that the team agrees on. This will form the basis of the assessment report.
- ☐ The assessment report should be clear and concise.
- ☐ The facilitator drafts the self-assessment report which is shared with the self-assessment team and focus group participants to review and provide comments/clarity about what was discussed. Additional edits should be made as needed and a final self-assessment report produced.

Reviewing the Self-Assessment Results

Once the final report is produced, the facilitator should present the results of the self-assessment to the leadership team. During the presentation, the strengths and opportunities identified in the focus group discussions should be highlighted. This may include those strengths that make the organization unique and/or a positive place to work and those that would make the organization even better if they were more widespread. In addition, improvement opportunities should be stressed and a discussion should be held as to how to “close the gaps”.

The overall purpose of this review is to develop an action plan that builds on current strengths, and addresses opportunities for improvement to help the organization move forward.

Scoring Guidelines

An assessment is not an audit. It is a process that helps organizations (a) identify where they sit in relation to levels; and (b) review outcomes in order to move forward and improve.

- ☐ Forty points have been allocated for each *individual Requirement* (all levels).
- ☐ Assessment is not a pass or fail exercise; it is a tool for improvement.
- ☐ Ask if the assessment input shows that the organization is meeting the *Requirement*. Use the scoring chart to determine if your organization meets the *individual Requirement* and apply a score.
- ☐ If you feel the *individual Requirement* has been met, allocate 10-40 points, in multiples of 5.
- ☐ After scoring each of the individual Requirements, add the total score. Your organization must score more than 65% of the total score available for certification at Bronze. To qualify for *Canada Awards for Excellence* recognition at the Silver, Gold and Platinum levels, your organization must score 70% or more. A minimum score of 60% is required in each of the drivers at all levels.
- ☐ If you feel ready for certification, contact Bonita Savard at 1-800-263-9648 ext. 233 or bonita@excellence.ca

10 Points

Overview—Activity noted in the *individual Requirement* has been discussed but not yet implemented.

- ☐ Activity around the subject addressed in the question is approached unsystematically and on an ad-hoc basis.
- ☐ The level of effectiveness of the activity is low.
- ☐ The organization's focus is "putting out fires" rather than applying prevention techniques, such as data collection, employee involvement and procedure reviews.
- ☐ Overall, there is very little implementation of the activity in the organization.

20 Points

Overview—Activity noted in the *individual Requirement* has been discussed and implemented in a pilot form or in a few key areas.

- ☐ Activity around the subject is at an early stage of implementation in the organization.
- ☐ The level of effectiveness of the activity is good, and the approach being applied is systematic rather than ad-hoc albeit with limited implementation.
- ☐ If work processes are connected with the question, key processes impacting the activity are understood and stable. The approach being taken (in most key areas) is more focused on prevention (working to get to root causes of problems) than on "putting out fires".

30 Points

Overview— Activity noted in the *individual Requirement* has been discussed and implemented in a systematic manner in all key areas of the organization.

- ☐ Activity around the subject is systematic, based on good planning and has been well implemented in all key areas of the organization.
- ☐ The level of effectiveness of the activity is very good.
- ☐ Key processes impacting the activity are understood, documented, stable and reviewed for improvement in a systematic manner.
- ☐ The focus is on continual improvement of the workplace, with positive results measured in a number of key areas.

40 Points

Overview— Activity noted in the *individual Requirement* has been discussed, implemented in a systematic manner in all key areas; and refinements have resulted in good sustained results.

- ☐ Activity around the subject is systematic, based on good planning and has been fully implemented with high levels of understanding in all areas.
- ☐ The level of effectiveness of the activity is regarded as very good with positive outcomes emanating from extensive cross-functional involvement.
- ☐ Key processes impacting the activity are fully understood, documented and reviewed for improvement in a systematic manner in all areas of the organization.
- ☐ The focus is on continual improvement of the healthy workplace environment.

Scoring Chart: Bronze

Also available in spreadsheet format

	Available Points	Actual Score
1.1 Leadership		
a) Senior leadership team endorses and supports the values and principles	40	_____
b) There is a vision, mission and/or values statement that has had input from key stakeholders. These statements are communicated broadly	40	_____
c) A continual improvement policy or statement has been shared within the organization	40	_____
d) In the decision-making process, the organization considers the wide-spread impact of decisions on customers and employees. Impacts include quality, physical and psychological health and safety, ethical behaviour and societal issues	40	_____
e) There is a method to review and ensure compliance with relevant provincial and national legislation, regulations and standards, including human rights, privacy, health and safety, disability, accessibility, employment standards, etc.	40	_____
f) The organization has begun to demonstrate its commitment to corporate social responsibility (CSR)	40	_____
g) Senior management has communicated that innovation is a priority	40	_____
1.2 Planning		
a) A baseline assessment to this <i>Excellence, Innovation and Wellness</i> ® Standard has been conducted and the identified opportunities built into an improvement plan	40	_____
b) Work on a planning process is underway covering areas such as strategic goals, financial management, operations, enterprise risk management, knowledge management, wellness, and innovation	40	_____
c) Appropriate financial and human resources are allocated to activities and initiatives related to excellence, innovation and wellness	40	_____
d) Organizational risks have been identified	40	_____
e) The organization uses a variety of methods to communicate its various policies and plans	40	_____
1.3 Customers		
a) The organization identifies and segments its current customer groups based on needs. Segmentation includes both internal and external customers	40	_____
b) A customer experience “promise” exists and has been communicated clearly and consistently to all customers and employees	40	_____
c) The organization communicates with its customer groups using a variety of relevant methods	40	_____
d) Employees understand the importance of contributing to a positive customer experience	40	_____

	Available Points	Actual Score
1.3 Customers (continued)		
e) A customer feedback process/mechanism is in place with identified feedback measures	40	_____
Partners		
f) The organization identifies its key partners	40	_____
1.4 People		
a) A comprehensive healthy workplace policy including physical and psychological health and safety is in place, and has been shared with employees	40	_____
b) The leaders actively promote a culture of work/life balance	40	_____
c) Awareness training is provided for employees, covering the organization's excellence journey	40	_____
d) Human resources policies have been developed and are easily accessible to all employees. These policies should reflect compliance with relevant human rights legislation, issued to protect against harassment, discrimination and bullying in the workplace, and address diversity and inclusion	40	_____
e) A baseline employee engagement survey is conducted and plans are in development to address the key identified issues	40	_____
f) Employees clearly understand their roles and responsibilities as outlined in current position descriptions	40	_____
1.5 Processes		
Process Improvement		
a) There is a commitment to better manage and improve key processes and/or procedures, in the organization, including a focus on prevention-based process management	40	_____
b) Key processes and process owners have been identified	40	_____
c) Training for process management and related tools is planned and/or underway for involved employees	40	_____
Project Management		
d) Key projects have been identified	40	_____
e) Training for project management and related tools is planned and/or underway for involved employees	40	_____
Procurement		
f) A list of key suppliers is available for employees as required	40	_____
g) A procurement policy has been established and shared with employees, as required	40	_____
h) Appropriate information and criteria is used to select capable suppliers	40	_____
TOTAL SCORES	1,280	
Percentage of available points (Actual score ÷ Available Points)		

A MINIMUM OF 65% OF AVAILABLE POINTS IS NEEDED TO QUALIFY FOR BRONZE CERTIFICATION AND CAE BRONZE RECOGNITION

Scoring Chart: Silver

Available in spreadsheet format

	Available Points	Actual Score
2.1 Leadership		
Governance		
a) Governance framework policies applicable to the organization's mandate and goals have been established, and such policies have been communicated across all areas	40	_____
b) Indicators of effectiveness of leadership have been established and measured for both Board of Directors and senior management	40	_____
Leadership		
c) There is clear accountability and cascading of responsibility for excellence, innovation and wellness	40	_____
d) A leadership development program is in place that focuses on improving leadership, management, and supervisory skills and abilities	40	_____
e) Leaders at all levels influence, and are held accountable for, strengthening organizational culture	40	_____
f) Leaders at all levels promote and nurture innovation, and successes as well as lessons learned are shared and celebrated	40	_____
g) Efforts are made to reduce silos through methods such as transparency, knowledge sharing and effective communication	40	_____
h) The corporate social responsibility (CSR) plan demonstrates the organization's commitment to its community and society	40	_____
i) Management fosters an open and transparent work environment, as assessed by employees	40	_____
2.2 Planning		
a) An organization-wide strategic plan including Key Performance Indicators and a dashboard, e.g. a balanced scorecard, has been developed and implemented with input from key stakeholders	40	_____
b) An assessment to <i>this Excellence, Innovation and Wellness®</i> Standard is conducted regularly and the identified opportunities are built into improvement plans	40	_____
c) Flowing out of the strategic plan, an annual operating plan, with key priorities and clear goals, has been developed and relates to excellence, innovation and wellness	40	_____
d) A financial management system has been developed to track financial performance	40	_____
e) An enterprise risk management (ERM) plan has been developed to address identified risks	40	_____
f) An innovation plan has been developed and shared	40	_____
g) A knowledge management system that aligns to a workforce plan is in place. The plan includes capturing and sharing of lessons learned	40	_____
h) An information technology plan has been developed to support the operational goals	40	_____

	Available Points	Actual Score
2.2 Planning (continued)		
i) A communication plan has been developed for both internal and external stakeholders	40	_____
2.3 Customers		
a) Linked to the strategic plan, a customer experience plan or strategy is in place that defines the customer experience, with a plan for how to execute the plan and measure results	40	_____
b) Customer requirements are identified, analyzed and embedded in the customer experience plan	40	_____
c) Service standards exist at key customer contact points and have been communicated to relevant stakeholders	40	_____
d) Mechanisms are in place for customers to provide input on their requirements; seek assistance; and give feedback on measures that are relevant to them	40	_____
e) Baseline voice of the customer feedback measures for both internal and external customers have been implemented. Results have been collected, and used to inform planning and innovation	40	_____
f) The value of the organization's services has been communicated to its stakeholders	40	_____
Partners		
g) Partnership agreements are in place that define the relationship, roles and responsibilities and desired outcomes	40	_____
2.4 People		
a) A human resources (HR) plan and a wellness plan are in place, and clearly link to the overall Strategic Plan and related operational plans	40	_____
b) A workforce plan is in place to support attraction, talent management, succession planning and retention strategies	40	_____
c) There is a system in place for recruitment, selection, and onboarding of employees	40	_____
d) There is a system in place for managing employee performance and development in line with departmental, operational and strategic goals	40	_____
e) Training and development requirements are determined with employee input, and employees are assisted in acquiring and implementing new skills	40	_____
f) Human resources indicators are identified, measured and analyzed, and the results are used to inform planning	40	_____
g) Employee engagement and innovation is measured, results are shared and employees are involved in developing and implementing action plans	40	_____
h) A wellness assessment has been conducted and its results, as well as reviews of data such as benefits claims, are used to identify physical and psychological health and safety hazards and risks	40	_____

	Available Points	Actual Score
2.4 People (continued)		
i) Management provides various avenues for employees to provide feedback, and to put forward innovative ideas and suggestions for improvement	40	_____
j) A rewards and recognition program is under development, ensuring both individual and team (functional and cross functional) approaches, with a focus on rewards and recognition initiatives	40	_____
k) Policies for diversity and inclusion are well understood as reflected in daily practice	40	_____
2.5 Processes		
Process Improvement		
a) Key work processes and/or procedures are documented using a consistent, continual improvement methodology across the organization, and are easily accessible by employees	40	_____
b) Key internal stakeholders across organizational levels are involved in process improvement activities with demonstrated input from employees directly impacted by any changes in an environment that encourages innovation	40	_____
c) Key processes are assessed for their impact on the physical and psychological safety of employees, customers, partners and suppliers, as applicable	40	_____
d) Key measures have been identified and data is actively being collected and used to measure and monitor key process stability	40	_____
Project Management		
e) A standardized methodology is in place for managing key projects	40	_____
Change Management		
f) Change management principles and activities have been introduced into improvement plans, processes and projects	40	_____
Procurement		
g) Prior to procurement and whenever possible, employees are involved in assessing the impacts of products or services that impact their health, safety and/or productivity	40	_____
h) Baseline supplier performance measures are identified and collected	40	_____
TOTAL SCORES	1,760	
Percentage of available points (Actual score ÷ Available Points)		

A MINIMUM OF 70% OF AVAILABLE POINTS IS NEEDED TO QUALIFY FOR SILVER CERTIFICATION AND CAE SILVER RECOGNITION AND A MINIMUM SCORE OF 60% IS REQUIRED FOR EACH OF THE DRIVERS

Scoring Chart: Gold

Available in spreadsheet format

	Available Points	Actual Score
3.1 Leadership		
Governance		
a) Governance framework policies are being met throughout the organization, e.g., accountability for management actions, fiscal control, privacy, security and ethics	40	_____
b) The Board of Directors assesses its effectiveness and makes required adjustments as needed	40	_____
Leadership		
c) Values and principles as outlined in 1.1 (a), are fully embedded in the organizational culture	40	_____
d) The senior leadership team assesses its own effectiveness	40	_____
e) There is evidence that the leadership development program is effective	40	_____
f) Responsibility and accountability for the overall management of excellence, innovation and wellness are reflected in the individual performance plans of management employees	40	_____
g) There is evidence of consistency of management practices across the organization to sustain the culture	40	_____
h) Leaders continue to promote and nurture innovation, and successes continue to be celebrated	40	_____
i) A collaborative and transparent environment ensures that employees are involved in decisions that directly impact them	40	_____
j) Employees are encouraged to participate in activities related to corporate social responsibility (CSR), as outlined in the plan	40	_____
3.2 Planning		
a) The strategic plan and all related cascading plans are kept current, monitored and evaluated for achievement	40	_____
b) Departmental scorecards/dashboards related to the organization's goals, e.g., balanced scorecard, are developed and used to monitor, measure and evaluate ongoing performance	40	_____
c) Progress on plans and results is communicated and celebrated	40	_____
d) Financial performance is monitored and measured, i.e., adherence to budgets, expenditure management, revenue and asset management	40	_____
e) Performance to the enterprise risk management plan is monitored and evaluated and required changes made to the ongoing plan	40	_____
f) Innovation is becoming a way of life, informing product, services and process design	40	_____
g) A knowledge management system is fully implemented	40	_____
h) The information technology plan has been implemented and is enabling operations and other plans as appropriate, i.e., innovation, knowledge management, risk management	40	_____
i) The effectiveness of both internal and external communications is measured and reviewed	40	_____

	Available Points	Actual Score
3.3 Customers		
Customers		
a) The execution of the customer experience plan or strategy is monitored, evaluated and updated for ongoing improvement	40	_____
b) Customer requirements (current and future) are identified, analyzed, evaluated and communicated on a repeatable and reliable basis for both existing and potential customers	40	_____
c) Customer service standards for identified key customer contact points are measured and evaluated for ongoing improvement	40	_____
d) The organization responds promptly to effectively address customer inquiries and to resolve customer concerns. Customer loss is tracked and evaluated	40	_____
e) Voice of the customer data is systematically collected and/or recorded and evaluated for ongoing improvement, and shared with employees, customers and partners as appropriate	40	_____
f) Using research and knowledge of markets, employees collaborate with customers to develop innovative solutions that enhance services and products	40	_____
Partners		
g) Performance to partnership agreements is assessed for ongoing improvement	40	_____
h) Key partners collaborate in an innovative way in the design, development and enhancement of relevant services and/or products	40	_____
3.4 People		
a) The human resources (HR) plan and a wellness plan, have evolved and reflect current employee health data and trends. The plans are monitored, evaluated and updated as appropriate	40	_____
b) A workforce plan is evaluated and updated regularly to ensure that attraction, talent management, succession planning and retention strategies are effective	40	_____
c) Employees can easily seek assistance to address issues, concerns and opportunities and their concerns and ideas are promptly addressed	40	_____
d) Innovative ideas are systematically encouraged, shared and celebrated. Innovation is included in employee surveys and results of the surveys are shared and used for ongoing improvement	40	_____
e) Employee engagement continues to be measured, and the results are improving	40	_____
f) Wellness assessments are routinely scheduled and conducted to identify new, continuing or emerging physical and psychological health and safety hazards and risks	40	_____
g) All wellness assessment results are routinely analyzed, and programs are being implemented to address the areas identified as most at risk.	40	_____

	Available Points	Actual Score
3.4 People (continued)		
h) Actionable plans resulting from all assessments are developed with employee input and plans are shared with employees as appropriate	40	_____
i) A comprehensive recognition program has been developed with implemented with employee input.	40	_____
j) Training and development programs are evaluated for effectiveness and contribution to organizational performance	40	_____
k) The system(s) for the management of employee performance and development is applied consistently across the organization	40	_____
l) There is evidence that diversity and inclusion are embraced in the organizational culture	40	_____
3.5 Processes		
Process Improvement		
a) Key processes are actively measured with target performance levels established. These processes are monitored to ensure consistency, and the results used for ongoing improvement	40	_____
b) Key processes are analyzed, root causes are identified, desired state established, and changes to key processes are documented, implemented, and communicated with the process stakeholders	40	_____
c) Key processes are reviewed using the deliberate application of innovation	40	_____
Project Management		
d) Projects are managed consistently, monitored and evaluated for success	40	_____
Change Management		
e) Change management principles and activities have been integrated into improvement plans, processes and projects across the organization, and evaluated for effectiveness	40	_____
f) The organization has implemented and follows a standardized change management methodology	40	_____
Procurement		
g) The performance of key suppliers is measured and analyzed for ongoing improvement	40	_____
h) Key suppliers collaborate in an innovative way in the design, development and enhancement of relevant processes, services and/or products	40	_____
TOTAL SCORES	1,880	
Percentage of available points (Actual score ÷ Available Points)		

A MINIMUM OF 70% OF AVAILABLE POINTS IS NEEDED TO QUALIFY FOR GOLD CERTIFICATION AND CAE GOLD RECOGNITION
AND A MINIMUM SCORE OF 60% IS REQUIRED FOR EACH OF THE DRIVERS

Scoring Chart: Platinum

Available in spreadsheet format

	Available Points	Actual Score
4.1 Leadership		
Governance		
a) There is consistent achievement in meeting governance framework policies	40	_____
b) The Board of Directors continues to assess its own effectiveness and makes required adjustments as needed	40	_____
Leadership		
c) Highly effective workplace best practices for excellence, innovation and wellness are identified using external benchmarks. These practices are shared, internally and externally.	40	_____
d) Leaders consistently demonstrate ethical behaviour and inclusivity, as assessed through stakeholder feedback	40	_____
e) The senior team continues to assess its own effectiveness	40	_____
f) The organization is known as a role model for CSR in its local geographic community/communities	40	_____
g) The organization is recognized externally as a leader in innovation	40	_____
h) Employees believe that the organization operates in an open and transparent manner	40	_____
i) There is evidence that the culture is consistent across the organization as reflected in feedback from employees	40	_____
4.2 Planning		
a) The ongoing planning process is evaluated for all plans and there is evidence of improvement over time	40	_____
b) Key Performance Indicators and dashboards, e.g., balanced scorecards, are used to monitor, measure and evaluate sustained results over time, to learn and drive improvement	40	_____
c) Levels and trends are used to measure overall financial performance, i.e. adherence to budgets, expenditure management, revenue and asset management	40	_____
d) Innovation is a way of life and continually informs product, services and process design	40	_____
e) There is evidence that knowledge management is mature and effective	40	_____
f) There is evidence that the ERM program is successfully managing risks in the organization	40	_____
g) Information technology is a true enabler for effective operational excellence	40	_____
h) Trend data over time has shown improvement in the reach and impact of communication	40	_____

	Available Points	Actual Score
4.3 Customers		
Customers		
a) Levels and trends of performance are used to enhance and improve the customer experience (e.g., loyalty, retention, life cycles, innovative products and services, market share, growth, new markets etc.)	40	_____
b) Levels and trends of performance are used in responding to customer inquiries, complaints and appeals	40	_____
c) Customer relations are proactively managed to improve customer retention	40	_____
d) Levels and trends for meeting customer service standards for identified key customer contact points, are used for sustained improvement	40	_____
e) The organization uses benchmarking data, information and other related sources, (e.g., advisory boards and user groups), to evaluate performance and implement innovative practices	40	_____
Partners		
f) Performance to partnership agreements continues to be assessed for sustained improvement	40	_____
g) There is evidence of positive results where key partners continue to collaborate in an innovative way in the design, development and enhancement of relevant services and/or products	40	_____
4.4 People		
a) The organization continues to evaluate employee physical and psychological health and safety, including the impact the HR and wellness plans are having on employee health	40	_____
b) There is evidence that workforce planning is effective	40	_____
c) Employee engagement surveys continue to be conducted regularly. Results demonstrate improvement over time and are high relative to appropriate external contexts / benchmarks	40	_____
d) There is evidence that innovative ideas generated by employees are documented, considered and when appropriate implemented, communicated and celebrated	40	_____
e) Trend data is used to measure the effectiveness of training and development and its impact on organizational results over time	40	_____
f) The employees perceive that the organization is a role model for a healthy workplace	40	_____

	Available Points	Actual Score
4.5 Processes		
Process Improvement		
a) Levels and trends in performance demonstrate continual improvement in key service and/or product delivery processes	40	_____
b) Innovative solutions continue to be generated collaboratively with employees and other key stakeholders, with positive results	40	_____
Project Management		
c) There is evidence of successful project management over time	40	_____
Change Management		
d) Through the successful implementation of change management, there is clear evidence of “buy-in” to new methods or improvements across the organization	40	_____
Procurement		
e) The organization’s ability to monitor and manage supplier performance has improved over time	40	_____
TOTAL SCORES	1,400	
Percentage of available points (<i>Actual score ÷ Available Points</i>)		

A MINIMUM OF 70% OF AVAILABLE POINTS IS NEEDED TO QUALIFY FOR PLATINUM CERTIFICATION
AND CAE PLATINUM RECOGNITION AND A MINIMUM SCORE OF 60% IS REQUIRED FOR EACH OF THE DRIVERS

Certification

Organizations wishing to receive validation and recognition as they progress through the levels may apply to *Excellence Canada* for certification.

All Excellence Canada awards programs have four levels of implementation. Each level requires a demonstration of a progressively deeper and broader commitment to excellence and resulting achievement, as outlined in the *Standard*. A site visit is usually required from *Excellence Canada* once the application/submission has been received and reviewed. Prior to the site visit, organizations are required to complete a brief on-line survey.

Certification Steps

1. At the appropriate level, your organization will complete an internal self-assessment against the ***Excellence, Innovation and Wellness® Standard***.
2. If the assessment signifies that your organization has achieved the targets outlined in the *Standard*, you are encouraged to apply for Certification at that level. If the first level is higher than Bronze, e.g., Silver, you need to use the Going for Series to ensure that key requirements from both levels are addressed.

Certification is valid for two years, at which time you are encouraged to advance to the next level, however, recertification at the same level also is available.

On-Site Verification

Excellence Canada's on-site verification occurs when, following comprehensive review of a submission, a conclusion is reached by *Excellence Canada* that the applicant looks like a potential certification recipient. Receiving a site verification visit is in itself a commendable achievement. On site verification is not an assessment; it is purely a verification exercise to expand on key strengths of a submission.

Verification consists of:

- ☐ A one, or two-day (and occasionally more depending on scope, size, multiple sites, etc.), on-site exercise of submission validation for those organizations, or units within organizations that have applied for certification.
- ☐ The focus of the on-site verification exercise is to verify and expand on key selected positive elements of a submission through face-to-face discussions with:
 - Senior leadership team
 - Members of mid-level management
 - Employees
 - Customers/Suppliers/Partners as required
- ☐ This is achieved through cross-functional focus groups of up to 15 people. A facility tour also is required. Each discussion will last up to 90 minutes (maximum).

The organization is advised by letter regarding the decision on certification. For Silver, Gold and Platinum levels of the program, certification leads to national recognition under the *Canada Awards for Excellence (CAE)*. The organization will be advised by *Excellence Canada* if they have been successful in meeting requirements for recognition.

For further information, we encourage you to email Bonita Savard, the Manager of Certification and Awards at bonita@excellence.ca or 1-800-263-9648 ext. 233.

Canada Awards for Excellence Recognition (CAE)

Organizations that successfully achieve the minimum required scores in the Silver, Gold and Platinum levels will receive ***Canada Awards for Excellence*** recognition.

Terms and Definitions

Ableism

“Ableism” is discrimination or prejudice against individuals with disabilities.

Accessibility

“Accessibility” simply means helping people with disabilities take part in life’s activities.

Accessibility Standards

“Accessibility standards” are the rules that businesses and organizations (in Ontario) will have to follow to identify, remove and prevent barriers to accessibility. Accessibility standards will apply to five important areas (customer service; employment; information and communications; transportation; and built environment). Four standards have already been made into law.

Action Plans

After conducting an assessment, you will find that opportunities have been identified, which you need to improve. An “action plan” refers to the work that must be done to improve the opportunity. Action plans typically have measures: objectives, time frames, milestones, outcomes, an owner to monitor the process, and a list of actions to be completed. It is generally linked to a plan such as the strategic plan.

Ageism

“Ageism” is prejudice or discrimination against a particular age-group and especially the elderly.

Analysis

“Analysis” refers to an examination of facts and data to discover its elements and their relations, most commonly for the purpose of using the information to make change for the better. This often involves determining the root cause of problems and implementing a workable solution.

Assessment

“Assessment” refers to looking at each individual standard, and identifying your strengths (what are you doing well) and opportunities (what you can improve upon).

Balanced Scorecard

See Scorecard

Baseline Measures

“Baseline measures” refers to the first set of data that you will collect, to which you can then compare new data to in the future.

Benchmarks

“Benchmarks” refers to looking outside the organization and comparing your own performance to others, e.g., are there lessons to be learned from others? This could be competitors, or similar organizations in the same or different sectors. It could also be looking at Statistics Canada or other resources that provide comparative data. It is a process of identifying best practices in relation to both products or services and the processes by which those products or services are created and delivered.

Best Practices

“Best practices” refers to programs, systems, services that are great examples of excellence. They likely represent innovative and new thinking. They are practices that work very well, consistently show results superior to those achieved through other means, and can be used as a benchmark for others.

Carbon Footprint

“Carbon footprint” refers to the climate change impact of something such as a product or service. It is common shorthand for accounting for all greenhouse gases. Any footprint calculation is an estimate, based on more or less reliable data. For example, you could calculate the relative carbon footprints of people travelling by train or plane to a meeting, compared to video-conferencing as an alternative. Costs of accommodation, meals and other impacts would need to be taken into account.

Cascading

“Cascading” refers to spreading responsibility throughout the organization, from the senior team down to other levels of management and employees.

Classism

“Classism” is prejudice or discrimination based on class (a group sharing the same economic or social status, e.g., the working class).

Continuous Learning

“Continuous learning” means an ongoing learning process that seeks to incorporate the lessons learned (from the results of already implemented changes) into a continuous improvement cycle.

Corporate Social Responsibility

“Corporate social responsibility” refers to an organization’s sense of responsibility towards the community and the environment (both ecological and social) in which it operates. Organizations express this citizenship (1) through their waste and pollution reduction processes, (2) by contributing to educational and social programs, and (3) by earning adequate returns on the employed resources.

Culture

See Organizational Culture

Customer Engagement

“Customer engagement” refers to the extent of loyalty, satisfaction and working together to improve processes and products.

Customer Experience Plan

A “Customer Experience Plan” is a strategic process employed by an organization to manage their customers’ entire experience through feedback, analysis and customer participation in the organizational culture in order to improve overall performance.

Customer Loyalty

“Customer loyalty” refers to the likelihood of previous customers to continue to buy from a specific organization. Great attention is given to marketing and customer service efforts to retain current customers by increasing their sense of “loyalty”. Organizations may employ loyalty programs, which reward customers for repeat business.

Customer Satisfaction

“Customer satisfaction” is the degree of “satisfaction” provided by the goods or services of a company as measured by the number of repeat customers and other identified factors.

Customer Service

“Customer service” entails all interactions between a customer and a product provider at the time of sale (or between a customer and a service provider at the time of interaction), and thereafter. Customer service adds value to a product or service and helps build an enduring relationship.

Customer Service Standards

“Customer service standards” are measurable “promises” to customers, e.g., delivery time, service or product quality, etc.

Customers

Customers are defined as both internal and external to the organization and can (1) be direct recipients of products and/or services, e.g., external customers, clients or consumers; (2) serve as a distribution channel, e.g., retailers, dealers; (3) be internal departments that provide services to each other, e.g., human resources, communication, information technology.

Cycle Time

“Cycle time” refers to the time required to fulfill commitments or to complete tasks. It is the period required to complete one cycle of an operation; or to complete a function, job, or task from start to finish. Cycle time is used to differentiate total duration of a process from its run time.

Discrimination

“Discrimination” means treating people differently, negatively or adversely because of their race, age, religion, sex, etc., that is because of a prohibited ground of discrimination. As used in human rights laws, discrimination means making a distinction between certain individuals or groups based on a prohibited ground of discrimination. Under the Canadian Human Rights Act, it is against the law for any employer or provider of a service that falls within federal jurisdiction to discriminate on the basis of: race, national or ethnic origin, colour, religion, age, sex (including pregnancy and childbearing), sexual orientation, marital status, family status, physical or mental disability (including dependence on alcohol or drugs), and pardoned criminal conviction²⁸. Individual provinces and territories have their own set of prohibited grounds

Diversity

“Diversity” refers to variables and personal differences such as sexism, racism, heterosexism, ableism, ageism, classism, education, etc. (See separate definitions for each one.)

²⁸ Source: Canadian Human Rights Commission, <http://www.chrc-ccdp.ca/discrimination/discrimination-eng.aspx>

Document

In this **Standard**, the term “document” is a verb and means to record and write down procedures and processes.

Effective

“Effective” refers to how well a process or measure is working, and answers the question does it have the desired result?

Employees

In this **Standard**, the term “employees” refers to all personnel in an organization, fulltime, part-time, and contract employees.

Employee Engagement

An “engaged employee” is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys, “Employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work”. The Conference Board defines “employee engagement” as a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work.²⁹ Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture. But the term is used loosely and usually measures culture, satisfaction. An employee engagement survey can also identify needs, wants and opportunities for the employer to improve in certain areas.

Energy Management

“Energy management” refers to the judicious and effective use of energy to maximize profits (minimize costs) and enhance competitive positions.³⁰ It is the strategy of adjusting and optimizing energy, by using systems and procedures so as to reduce energy requirements per unit of output while holding constant or reducing total costs of producing the output from these systems.

Engagement - Customers

See Customer Engagement

Engagement – Employees

See Employee Engagement

Engagement – Partners

See Partner Engagement

²⁹ *Finding a Definition of Employee Engagement*. The Conference Board, Inc., June 2007, Executive Action Report by John Gibbons

³⁰ Cape Hart, Turner and Kennedy, *Guide to Energy Management* Fairmont Press Inc. 1997

Enterprise Risk Management (ERM)

“Enterprise risk management or ERM” includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives. ERM provides a framework for risk management, which typically involves identifying particular events or circumstances relevant to the organization's objectives (risks and opportunities), assessing them in terms of likelihood and magnitude of impact, determining a response strategy, and monitoring progress. By identifying and proactively addressing risks and opportunities, organizational enterprises protect and create value for their stakeholders, including owners, employees, customers, regulators, and society overall.

Environmental Stability

“Environmental stability” refers to the maintenance of the factors and practices that contribute to the quality of environment on a long-term basis.

Ethics

“Ethics” refers to ensuring that the actions of an organization's leaders and employees reflect high moral and professional standards of conduct and are role models for others and the community.

Evaluation

“Evaluation” applies systematic inquiry to help improve programs, products, services, and personnel, as well as the human actions associated with them. The primary focus of evaluation can vary greatly to include organization's policies, performance, and research. But the common ground for all evaluation is to promote accountability and learning by providing the best possible information that might bear on the value of whatever is being evaluated.³¹

Excellence

Excellence Canada's definition of “excellence” is: a state where the organization continually improves performance; is innovative, competitive, and customer focused; is healthy, inclusive, and sustainable; and is economically, socially, and environmentally responsible.

Governance

The term “governance” refers to how the organization is controlled by its senior leaders, usually via a Board of Governors or shareholders. It entails a system of management and charters, by-laws, policies etc.

Governance Standards

“Governance standards” are a set of policies for the organization to abide by. They could include fiscal responsibility, security, audit, accountability, strategic direction, CEO performance, compensation and benefits, risk management, and reporting.

Healthy Workplace

A “healthy workplace” is one whereby employees are nurtured, cared about, and have access to wellness programs. The organization cares about the physical and psychological health of employees and establishes systems and programs to achieve and maintain good health. As well, it provides employees with the tools, culture and environment wherein they thrive and feel valued. *Excellence Canada* has established a National Criteria for a Healthy Workplace®.

³¹ American Evaluation Association

Heterosexism

“Heterosexism” is discrimination or prejudice by heterosexuals against homosexuals.

High-Performance Work

The term “high performance work” refers to work processes used to systematically pursue ever-higher levels of overall organizational and individual performance, including things such as quality, productivity, innovation rate, and cycle time performance. High performance work results in improved service for customers and other stakeholders.

Human Resources Plan

A “Human Resources Plan” is a formal plan that outlines a strategy to manage the employee workforce, and for the development and recruitment of employees. Components of the plan could include strategies for recruitment, professional development and training, performance management, healthy workplace, wellness, services for employees, and policies. In addition, data for current capacity along with forecasting for future human resources requirements are often included in the plan.

Information Technology (IT)

“Information technology or IT” refers to a set of tools, processes, and methodologies (such as coding/programming, data communications, data conversion, storage and retrieval, systems analysis and design, systems control) and associated equipment employed to collect, process and present information. In broad terms, IT also includes office automation, multimedia, and telecommunications.

Innovation

“Innovation” involves the deliberate application of information, imagination and initiative in deriving greater or different value from resources, and encompasses all processes by which new ideas are generated and converted into useful products. It creates new value for stakeholders.

Innovation Strategy

An “innovation strategy” is a plan made by an organization to encourage advancements in technology or services, usually by investing in research and development activities. For example, an innovation strategy developed by a high technology organization might entail the use of new management or production procedures and the invention of technology not previously used by competitors.

Internal Controls

“Internal controls” are systematic measures (such as reviews, checks and balances, methods and procedures) instituted by an organization to (1) conduct its business in an orderly and efficient manner, (2) safeguard its assets and resources, (3) deter and detect errors, fraud, and theft, (4) ensure accuracy and completeness of its accounting data, (5) produce reliable and timely financial and management information, and (6) ensure adherence to its policies and plans.

Key

“Key” refers to the most vital, crucial, critical, and important factors necessary to achieving the organization’s goals. These are most important to success.

Key Processes

“Key processes” are those that are deemed critical to meeting the major activities of the organization. Identifying and analyzing key processes are helpful to retaining a focus on activities that have the greatest impact on desired outcomes. Not all processes are critical.

Key Stakeholders

“Key stakeholders” include creditors, customers, directors, employees, government (and its agencies), owners, shareholders, suppliers, volunteers, unions, and the community from which the organization draws its resources. (Also see Stakeholder)

Knowledge Management

“Knowledge management” is a framework for designing an organization's strategy, structures, and processes so that the organization can use what it knows to learn and to create value for its customers and community. Knowledge management seeks to identify, capture, structure, value, leverage, and share an organization's intellectual assets to enhance its performance and competitiveness. It is based on two critical activities: (1) capturing and documenting individual explicit and tacit knowledge, and (2) disseminating this knowledge within the organization.

Knowledge Management System

A “knowledge management system” is a method for the improvement of business process performance. A knowledge management system is most often used in applications such as information systems, business administration, computer science, public policy and general management. Common organizational departments for knowledge management systems include human resources, business strategy and information technology.

Knowledge Transfer

“Knowledge transfer” is the transferring of knowledge from one part of the organization to another part(s) of the organization. Activities which move the products or services, knowledge developed and lessons learned (e.g. from a project beyond the project team) to a range of audiences who can benefit from this experience. Like knowledge management, knowledge transfer seeks to organize, create, capture or distribute knowledge and ensure its availability for future users. It is considered to be more than just a communication problem. If it were merely that, then a memorandum, an e-mail or a meeting would accomplish the transfer of knowledge. Knowledge transfer is more complex because (1) knowledge resides in organizational members, tools, tasks, and their sub-networks and (2) much knowledge in organizations is tacit or hard to articulate.

Levels and Trends

“Levels and trends” refers to data collected over time (e.g., a three-year period), showing increases, decreases, improvements, rates of change, and comparison of data and/or results over time (often year over year).

Mental Health

“Mental health” describes a level of psychological well-being or an absence of a mental disorder. From the perspective of 'positive psychology' or 'holism', mental health may include an individual's ability to enjoy life, and create a balance between life activities and efforts to achieve psychological resilience. Mental health can also be defined as an expression of emotions, and as signifying a successful adaptation to a range of demands. The World Health Organization defines mental health as "a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.”

Metrics

Standards of measurement by which efficiency, effectiveness, performance, progress, or quality of a plan, process, or product can be assessed.

Mission

A “mission” is an organization's core purpose and focus that normally remains unchanged over time. Properly crafted mission statements (1) serve as filters to separate what is important from what is not, (2) clearly state which markets will be served and how, and (3) communicate a sense of intended direction to the entire organization. A mission is different from a vision in that the former is the cause and the latter is the effect; a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment. Also called an organizational mission, a corporate mission, or corporate purpose.

Mission Critical

See “Key”.

Monitoring

“Monitoring” refers to supervising the progress of activities to ensure they are on-course and on-schedule in meeting stated objectives and performance targets.

Needs Assessment

“Needs assessment” is a technique for determining the steps to be taken in moving from a current state to a desired future state. It also is called need-gap analysis, needs analysis, and gap analysis. Needs assessment consists of (1) listing of characteristic factors (such as attributes, competencies, performance levels) of the present situation ("what is"), (2) cross listing factors required to achieve the future objectives ("what should be"), and then (3) highlighting the gaps that exist and need to be filled. In referring to employee needs assessment, it is the identification of employee needs and wants in connection with their health and wellbeing. They should be assessed in these four areas: physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health.

Operations/Operational Plan

The “Operations or Operational Plan” is a short-term, highly detailed plan formulated by management to achieve tactical objectives.

Organizational Culture

“Organizational culture” refers to the values and behaviours that contribute to the unique social and psychological environment of an organization. Organizational culture is the sum total of an organization's past and current assumptions, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, express or implied contracts, and written and unwritten rules that the organization develops over time and that have worked well enough to be considered valid. Also called corporate culture, it manifests in (1) the ways the organization conducts its business, treats its employees, customers, and the wider community, (2) the extent to which autonomy and freedom is allowed in decision making, developing new ideas, and personal expression, (3) how power and information flow through its hierarchy, and (4) the strength of employee commitment towards collective objectives.

Partner

Excellence Canada defines partners as two types of relationships: (1) financial partners (e.g., win/win financial partners i.e., profit sharing, commissions, royalties, etc.), (2) non-financial partners (e.g., volunteers, agencies, charities, etc.).

Partner Engagement

The term “partner engagement” refers to the extent of loyalty, satisfaction, working together to improve processes and products.

Partnership Plan

A “Partnership Plan” is a strategic process employed by an organization to manage their partners' entire experience through feedback, analysis and partner participation in the organizational culture in order to improve overall performance.

Performance

“Performance” refers to outputs and outcomes obtained from processes, products, services, and customers that permit the organization to evaluate and compare its results relative to performance projections, standards, past results, goals, targets, and the results of other organizations. Performance can be expressed in nonfinancial or financial terms.

Performance Evaluation

“Performance evaluation” refers to the formal determination of an individual's job-related actions and their outcomes within a particular position or setting.

Performance Measurement

Its objective is to assess the extent to which the added wealth/value to the organization and/or its clients, and whether the achievement was above or below a target (budget, the market or industry norms, etc.).

Plan-Do-Check (Study)-Act

“Plan-Do-Check-Act” or “Plan-Do-Study-Act” is an iterative four-step management method used for the control and continuous improvement of processes, products, and services. It also is known as the Deming circle/cycle/wheel, Shewhart cycle, control circle/cycle, or plan–do–check (or study)–act (PDCA or PDSA).

Plan - recognize an opportunity and plan a change

Do - test the change by carrying out a small-scale study

Check (or study) - review the test, analyze the results and identify what was learned

Act - take action based on what was learned in the study step: if the change did not work, go through the cycle again with a different plan. If change was successful, incorporate what was learned from the test into wider application. Use what was learned to plan new improvements, and begin the cycle again.

Privacy

Customers’ personally identifiable information is protected by the Personal Information Protection and Electronic Documents Act (PIPEDA), or equivalent privacy policies and practices.

Process

A “process” is a series of definable, repeatable and measurable steps, which transform some input from suppliers into a useful result or output for an internal or external customer. Creating a process involves people, equipment, techniques, materials and improvements in a defined series of steps or actions. The process spells out what must be done in a preferred sequence.

Process Management

“Process management” refers to a collection of administrative activities aimed at (1) defining a process, (2) establishing responsibilities, (3) evaluating process performance, and (4) identifying opportunities for improvement.

Productivity

“Productivity” is a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency.

Project Management

“Project management” refers to the body of knowledge concerned with principles, techniques, and tools used in planning, control, monitoring, and review of projects.

Quality

The term “quality” means meeting and exceeding customers’ agreed requirements, first time, every time, at the lowest cost.

Racism

“Racism” is a belief that race is the primary determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race; racial prejudice or discrimination.

Requirement

A “Requirement”, in the context of a Standard, in one of many individual criteria that the organization is meant to assess itself against and determine what its approach is to meeting the Requirement, to what extent it is implementing this approach, and how well it is doing.

Results

“Results” are outcomes, consequences or conclusions after a period of time. (See Performance)

Scorecard

The balanced scorecard (BSC) is a strategy performance management tool – a semi-standard structured report, supported by design methods and automation tools, that can be used by managers to keep track of the execution of activities by the employees within their control and to monitor the consequences arising from these actions.¹ The phrase 'balanced scorecard' is commonly used in two broad forms:

1. As individual scorecards that contain measures to manage performance, those scorecards may be operational or have a more strategic intent; and
2. As a Strategic Management System, as originally defined by Kaplan & Norton.

The critical characteristics that define a balanced scorecard are:¹

- it focuses on the strategic agenda of the organization concerned
- the selection of a small number of data items to monitor
- a mix of financial and non-financial data items.

Self-Assessment

“Self-assessment” is a process to evaluate the organization against the **Standard**. (See Guide to Assessment section.)

Senior Leaders

“Senior leaders” refers to the organization’s most senior management team. This is usually the CEO, Minister, Director and his/her direct reports.

Sexism

“Sexism” is prejudice or discrimination based on sex; behaviour, conditions, or attitudes that foster stereotypes of social roles based on sex.

Stakeholder

“Stakeholder” refers to a person, group or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization’s actions, objectives and policies. Key stakeholders include creditors, customers, directors, employees, government (and its agencies), owners, shareholders, suppliers, volunteers, unions, and community from which the organization draws its resources.

Standard

A “Standard” is a document that details specifically what is expected of an organization to satisfy a consistent approach to improvement, through a series of well-defined Requirements, sometimes also referred to as Criteria.

Strategic Plan

A “Strategic Plan” is usually an internal document that (1) outlines an organization's overall direction, philosophy, and purpose, (2) examines its current status in terms of its strengths, weakness, opportunities, and threats (see SWOT Analysis), (3) sets long-term objectives, and (4) formulates short-term tactics to reach them.

Sustainable

“Sustainable” is the ability to maintain or support an activity or process over the long term.

Sustainability

“Sustainability” refers to the ability of the organization to prepare successfully for the future success of the organization.

SWOT Analysis

“SWOT analysis” is technique for understanding an organization’s strengths and weaknesses, and for identifying the opportunities available as well as the threats being faced. Strengths and weaknesses are often internal to the organization, while opportunities and threats generally relate to external factors.

Systematic

“Systematic” means periodic, occurring with intervals.

Systemic

“Systemic” means deep seated, integral, built into the system.

Trend Data (See Levels and Trends)**Values**

“Values” are important and enduring beliefs or ideals shared by the members of an organization or culture about what is good or desirable and what is not. Values exert major influence on the behavior of an individual and serve as broad guidelines in all situations.

Vision

A “vision” is an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

Voice of the Customer

“Voice of the customer” refers to the process used to capture customer-related information. The processes are intended to be proactive and continuously innovative to capture stated, unstated, and anticipated customer requirements, expectations and desires. Collective insight into customer needs, wants, perceptions, and preferences gained through direct and indirect questioning. These discoveries are translated into meaningful objectives that help in closing the gap between customer expectations and the organization's offerings.

Voice of the Employee

“Voice of the employee” is the summarized needs, desires, hopes and preferences of all employees within an organization. Voice of the employee takes into account spoken needs, such as wages, health care and retirement savings, as well as unspoken needs that can include job satisfaction and the respect of their coworkers and supervisors.

Wellness

“Wellness” refers to the health of employees and customers, in terms of the physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health.

Other Services

Coaching Services

Value Added Consulting Services – Make a Giant Leap Forward

Does your organization need help in planning for your excellence journey, focused on *Excellence Canada's Excellence, Innovation and Wellness® Standard*? When you want to make an immediate, long lasting impact, our consulting services are the way to go. A number of progressive organizations throughout Canada, recognizing the need for real, positive change, have utilized these services to great effect.

Excellence Canada's Certified Coaches can help with planning to get you started and to keep you going in the most effective way possible. They can also help you to:

- ☐ Plan your journey with things like a charter, implementation plan and communications strategy
- ☐ Identify training needs
- ☐ Perform self-assessments and mock verifications against the Requirements
- ☐ Identify milestones to reach along the way
- ☐ Help you get there!

How can we help you?

Our *Excellence Canada* Certified Coaches are trained and understand how to implement the Principles of Excellence. They are the only people *Excellence Canada* will recommend to help you.

Consulting services available:

- ☐ Strategic Planning
- ☐ Program Charters
- ☐ Implementation Plans
- ☐ Planning for Excellence Canada's progressive program
- ☐ Communication Strategies
- ☐ Project Management
- ☐ Training in all areas of excellence, quality, process improvement, healthy workplace, diversity, and many more
- ☐ Training for Committees
- ☐ Training for Leadership

Contact an *Excellence Canada* Coach to give you some advice on how to get started

coaching@excellence.ca

OR

1-800-263-9648 ext. 236

Certified Excellence Professional® (CEP) Program

Excellence Canada offers a certification program for professionals who wish to be recognized for their expertise in Excellence, Innovation and Wellness.

While progressing through the Program, candidates will be required to develop and apply skills within each of the *Excellence Canada* Framework for Excellence Drivers:

- ☐ Leadership
- ☐ Planning
- ☐ Customer
- ☐ People
- ☐ Process

To receive your CEP designation, you must:

1. **Enrol** in the Program
2. Complete all of the required courses in the **core curriculum**
3. Complete select courses in the **elective curriculum**
4. Successfully complete a reflective **assignment**.
5. Successfully complete a comprehensive **examination**.

What's in it for me?

- ✓ You will be specializing in an area that helps Canada's overall competitiveness.
- ✓ You will learn skills that will help your organization achieve real results.
- ✓ Upon completion of the Certified Excellence Professional (CEP) Program®, you will have a validated understanding of excellence frameworks and principles, advanced operational tools, organizational assessment, leadership competencies, and tactical and strategic Excellence concepts and tools.

Partners in Excellence

Many organizations choose to become Partners in Excellence for a number of benefits which include:

- ☐ Networking opportunities and special events,
- ☐ Discounts on purchases of products and services,
- ☐ Access to support materials/tools,
- ☐ Recognition on Excellence Canada's website and in publications.

We can help you determine the best partnership level for your organization.

<u>partnership@excellence.ca</u> OR 1-800-263-9648 ext. 236

Resources

- ☐ American Evaluation Association
- ☐ Canadian Human Rights Commission, <http://www.chrc-ccdp.ca/discrimination/discrimination-eng.aspx>
- ☐ Cape Hart, Turner and Kennedy, Guide to Energy Management Fairmont Press Inc. 1997
- ☐ The Eight Step Process for Leading Change, Dr. John Kotter, www.kotterinternational.com
- ☐ Finding a Definition of Employee Engagement. The Conference Board, Inc., June 2007, Executive Action Report by John Gibbons
- ☐ L. Morris, M. Ma, P. Wu, 2014, *Agile Innovation*, John Wiley & Sons Inc., Hoboken, New Jersey
- ☐ Mindtools.com
- ☐ The Pyramid of Corporate Social Responsibility: Toward the Moral management of Organizational Stakeholders; Archie B. Carroll; Business Horizons/July-August 1991
- ☐ tutor2u.com
- ☐ York Region
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