

1999 Baseline Assessment Feedback Report

San Joaquin County Workforce Investment System

NATIONAL COUNCIL FOR PERFORMANCE EXCELLENCE
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1 Introduction

1.1 Congratulations!

The results from this business assessment survey provide valuable information on the organization's management systems evaluated against the Performance Criteria.

This information provides a baseline measurement against the 1999 Malcolm Baldrige Performance Excellence criteria. The feedback report includes a description of the strengths in the organization and the areas for improvement.

The format for this report includes data tables, Pareto charts, and bar graphs. Internal comparisons can be made which will enable you to determine priorities and set goals.

2 Demographics

The Demographic Section is designed to provide the organization with an overall response rate relative to the total number of respondents and their percentage weight for each demographic category they have chosen.

2.1 Organization Demographics

| | |
|--------------------------------|-----|
| SURVEYS DISTRIBUTED | 225 |
| SURVEYS RETURNED | 217 |
| PERCENT RESPONDING | 96% |

2.2 Survey Demographics

| Attribute/Value | Number Responded | Response as % of Total |
|--|------------------|------------------------|
| Employers | | |
| California State Employment Development | 37 | 17.1 |
| Goodwill Industries | 6 | 2.8 |
| Other Private Sector | 0 | 0.0 |
| Other Public Sector | 0 | 0.0 |
| San Joaquin County Housing Authority | 6 | 2.8 |
| San Joaquin County Office of Education | 1 | 0.5 |
| San Joaquin Delta College | 7 | 3.2 |
| San Joaquin Employment and Econ. Develop | 159 | 73.3 |
| Other | 1 | 0.5 |
| Total | 217 | 100% |

| Attribute/Value | Number Responded | Response as % of Total |
|-----------------------------|------------------|------------------------|
| Job Function | | |
| Administration | 24 | 11.1 |
| Business Service/ Marketing | 12 | 5.5 |
| Customer Service | 133 | 61.3 |
| Finance | 15 | 6.9 |
| Information Technology | 13 | 6.0 |
| Planning or Contract Mgmt. | 14 | 6.5 |
| Policy Development | 2 | 0.9 |
| Other | 4 | 1.8 |
| Total | 217 | 100% |

| Attribute/Value | Number Responded | Response as % of Total |
|-----------------|------------------|------------------------|
| Job Site | | |
| Lodi | 5 | 2.3 |
| Manteca | 13 | 6.0 |
| Stockton | 193 | 88.9 |
| Tracy | 0 | 0.0 |
| Other | 6 | 2.8 |
| Total | 217 | 100% |

| Attribute/Value | Number Responded | Response as % of Total |
|------------------------------------|------------------|------------------------|
| Job Type | | |
| Administrators and Managers | 25 | 11.5 |
| Business Representatives | 4 | 1.8 |
| Clerical Support | 32 | 14.7 |
| Customer Service Staff | 117 | 53.9 |
| Policy Maker | 1 | 0.5 |
| Senior Administrators and Managers | 8 | 3.7 |
| Support Staff | 30 | 13.8 |
| Total | 217 | 100% |

3 Scoring System

The point values of the scoring system are linked directly to the points and scoring system of the Malcolm Baldrige Criteria for Performance Excellence.

Each item and the questions included in the items are also derived from the Baldrige Criteria. For your convenience, the scoring guidelines for approach, deployment, and results are provided.

3.1 1999 Categories and Point Values

| 1999 Categories/Items | Point Values |
|--|---------------------|
| 1.0 Leadership | 125 |
| <hr/> | |
| 1.1 Organizational Leadership | 85 |
| 1A Organizational Values and Performance Expectations | |
| 1B Leadership Commitment to Creating and Balancing Value for Customers | |
| 1C Establishing and Reinforcing Empowerment, Innovation and Learning | |
| 1D Setting Directions and Seeking Future Opportunities for the Organization | |
| 1E Reviewing Organizational Performance and Capabilities: Assessing Progress Relative to Goals | |
| 1F Translating Organizational Performance Review Findings into Improvement Targets | |
| 1G Evaluating and Improving Leadership and Management Effectiveness at All Levels | |
| 1.2 Public Responsibility and Citizenship | 40 |
| 1H Regulatory, Legal, and Ethical Compliance | |
| 1I Reducing Public Risks and Concerns | |
| 1J Community Support | |
| 2.0 Strategic Planning | 85 |
| <hr/> | |
| 2.1 Strategy Development..... | 40 |
| 2A Strategic Planning Process | |
| 2B Comprehensive Data-Driven Planning | |
| 2C Strategic Objectives and Timetable | |
| 2.2 Organization Strategy | 45 |
| 2D Developing Action Plans to Achieve Strategic Objectives | |
| 2E Human Resource Plans Tied to Strategic Plans | |
| 2F Measurable Goals and Competitive Comparisons | |
| 2G From Strategy to Action—Aligning Work to Achieve Goals Organization Wide | |

3.0 Customer and Market Focus 85

3.1 Customer and Market Knowledge 40

- 3A Grouping Customers and Markets and Gathering Information On Customer Requirements and Drivers of Purchase Decisions
- 3B Determining Key Features and Relative Importance to Customers of Required Products and Services
- 3C Improving Processes to Listen and Learn from Customers and Markets

3.2 Customer Satisfaction and Relationship Enhancement 45

- 3D Making it Easy for Customers to Comment, Get Information and Complain
- 3E Determining and Deploying Customer Contact Requirements (Service Levels)
- 3F Resolving Customer Complaints Effectively and Using them to Improve
- 3G Building Loyalty and Positive Referrals
- 3H Determining Customer Satisfaction and Dissatisfaction
- 3I Following Up with Customer to Receive Prompt Feedback about Products and Services and Recent Transactions
- 3J Collecting and Using Customer Satisfaction Data on Competitors and Benchmarks

4.0 Information and Analysis 85

4.1 Measurement of Organizational Performance 40

- 4A Selecting the Right Product and Service Process Measures
- 4B Selection and Use of Comparative Data and Information
- 4C Ensuring Complete, Accurate and Reliable Data
- 4D Using Measures to Track Organizational Performance, Understand Financial Implications of Improvement Options, and Support Planning

4.2 Selection and Use of Comparative Information and Data 45

- 4E Data Analysis to Support Performance Reviews and Planning
- 4F Using Data Analyses to Support Decision Making throughout the Organization
- 4G Ensuring Data and Analyses are Aligned to Support Daily Operations and Align with Action Plans

5.0 Human Resource Focus

5.1 Work Systems 35

- 5A Optimizing Employee Participation and Effectiveness
- 5B Encouraging Employees to Develop and Use their Full Potential
- 5C Performance Management, Compensation and Recognition to Support Organizational Goals
- 5D Promoting Effective Communication and Skill Sharing Across Units
- 5E Identifying Needed Skills and Recruiting to Them
- 5K Supporting High Performance Using the Employee Performance Management System

5.2 Employee Education, Training, and Development 25

- 5F Providing Training to Support Organization Needs and Action Plans
- 5G Designing Training to Keep Current with Individual Job and Organizational Performance Needs
- 5H Designing and Delivering Training for Maximum Effectiveness
- 5I Performance Excellence Training Education
- 5J Safe and Healthful Work Environment

5.3 Employee Well-Being and Satisfaction 25

- 5L Work Climate—Providing Services to Support Employee Satisfaction and Well-Being
- 5M Meeting the Needs of a Diverse Work Force
- 5N Assessing and Enhancing Employee Satisfaction and Well-Being

| | |
|---|-------------|
| 6.0 Process Management | 85 |
| <hr/> | |
| 6.1 Product and Service Processes | 55 |
| 6A Product and Service Design Process | |
| 6B Effective and Efficient Design Processes | |
| 6C Evaluating and Improving Product and Service Design Process | |
| 6D Process Consistency—Ensuring Requirements Are Met Day-To-Day | |
| 6E Process Consistency and Improvement Systems | |
| 6.2 Support Processes | 15 |
| 6F Defining Customer Requirements for Internal Support Process | |
| 6G Product and Service Design for Support Processes | |
| 6H Support Process Reliability, Consistency, and Improvement | |
| 6.3 Supplier and Partnering Process | 15 |
| 6I Defining Requirements and Selecting Suppliers and Partners | |
| 6J Ensuring Supplier and Partner Performance Requirements are Met | |
| 6K Evaluating and Improving the Management of Supplier and Partnering | |
| | |
| 7.0 Business Results | 450 |
| <hr/> | |
| 7.1 Customer Focused Results | 115 |
| 7A Customer Satisfaction/Dissatisfaction Results | |
| 7B Loyalty, Referral, and Customer-Perceived Value Results | |
| 7.2 Financial and Market Results..... | 115 |
| 7C Financial Results | |
| 7D Market Results | |
| 7.3 Human Resource Results | 80 |
| 7E Human Resource Results | |
| 7.4 Supplier and Partner Results | 25 |
| 7F Supplier and Partner Results | |
| 7.5 Organizational Effectiveness Results..... | 115 |
| 7G Organizational Effectiveness Results | |
| 7H Legal Compliance and Organizational Strategy | |
| | |
| TOTAL POINTS | 1000 |
| <hr/> | |

3.2 Scoring Guidelines for Categories 1-6: Approach/Deployment

| % | Approach | Deployment |
|-----|--|--|
| 0 | No systematic approach evident; anecdotal information | |
| 10 | Early beginning of a systematic approach consistent with the basic purposes of the Item is somewhat evident. Mostly reactive approach to problems. Many key requirements of the item not addressed. In the earliest stages of transitioning from reacting to problems to a general improvement orientation. | Many major gaps exist in deployment. Progress in achieving basic purposes of item is significantly inhibited. |
| 20 | A partially systematic but beginning approach consistent with the basic purposes of the Item is evident. Generally reactive to problems. Some key requirements of the item not addressed. In the early stages of transitioning from reacting to problems to a general improvement orientation. | Some major gaps exist in deployment. Progress in achieving basic purposes of item is noticeably inhibited. |
| 30 | A sound systematic approach responsive to the basic purposes of the Item is somewhat evident. A few key requirements of the item not addressed. Beginning of a systematic approach to evaluation but little, if any improvement of basic Item processes is evident. Random improvements may have been made. | The approach is generally deployed although several units are in the earliest stages of deployment. Progress in achieving primary purposes of item is minimally inhibited. |
| 40 | A sound systematic approach responsive to the basic purposes of the Item is clearly in place. Several minor requirements of the item are not addressed. Beginning of a systematic approach to evaluation and improvement of basic Item processes is evident. Random improvements may have been made. | The approach is deployed although several units are in the early stages of deployment. Progress in achieving primary purposes of item is not inhibited. |
| 50 | A sound systematic approach responsive to the overall purposes of the Item is fully developed. Some minor requirements of the item are not addressed. Fact-based improvement system is in place for basic Item processes that includes process evaluation in key areas (but no refinements are in place). Random improvements may have been made. The approach is aligned with some basic organizational needs identified in the other Criteria Categories. | No major gaps in deployment exist that inhibit progress in achieving primary purposes of item although deployment may vary in some areas or work units. Some work units still in the early stages of deployment. |
| 60 | A sound systematic approach responsive to the overall purposes of the Item is clearly in place. A few minor requirements of the item not addressed. Fact-based improvement system is in place for the basic requirements of the Item including at least one evaluation and improvement cycle completed, including some systematic refinement based on the evaluation in key areas. The approach is aligned with most basic organizational needs identified in the other Criteria Categories. | No major gaps in deployment exist that inhibit progress in achieving primary purposes of item although deployment may vary in some areas or work units. A few work units still be in the early stages of deployment. |
| 70 | A sound systematic approach, responsive to many of the multiple purposes of the Item is clearly in place is fully developed. Organizational learning and sharing are frequently used management tools at many levels. Some systematic evaluation and evidence of refinements and improved integration result from organization-level analysis and learning. The approach is aligned and well integrated with many overall organizational needs identified in the other Criteria Categories. | Approach is well deployed with some work units in the middle to advanced. No significant gaps exist that inhibit progress in achieving the purposes of item. |
| 80 | A sound systematic approach, responsive to most of the multiple purposes of the Item is clearly in place is fully developed. Organizational learning and sharing are frequently used management tools at most levels. Considerable systematic evaluation and evidence of refinements and integration result from organization-level analysis and learning. The approach is aligned and well integrated with most overall organizational needs identified in the other Criteria Categories. | Approach is well deployed with many work units in the advanced stages. No gaps exist that inhibit progress in achieving the purposes of item. |
| 90 | A sound systematic approach, responsive to all of the multiple purposes of the Item is in place. Considerable systematic evaluation and extensive refinements and improved organizational sharing and learning are key management tools at most levels. Some innovative processes are evident with strong refinement and integration supported by substantial organization-level analysis and sharing. | Approach is fully deployed with most work units in the advanced stages. No significant gaps or weaknesses exist in any areas or work units. |
| 100 | A sound systematic approach, fully responsive to all of the multiple purposes of the Item is clearly in place. Considerable systematic evaluation and clear evidence of extensive refinements and improved organizational sharing and learning are key management tools at all levels. Many innovative processes are evident with strong refinement and integration supported by excellent organization-level analysis and sharing. | Approach is fully deployed with most to all work units in the advanced stages. No significant gaps or weaknesses exist in any areas or work units. |

3.3 Scoring Guidelines for Category 7 – Results

- For Results items, base your assessment only on the standards described on the results scale. *Do not consider approach or deployment standards at all.*
- Determine the extent to which performance results are positive, complete, and at high levels relative to competitors or an industry standard.
- To determine the extent to which all important results are reported, examiners should develop a list of the key measures the applicant indicates are important. Start with the measures listed in the overview section. Then add to the key measures from data reported in item 2.1 and the goals in 3.2, as well as measures mentioned in Categories 5 and 6. Key measures can be reported anywhere in an application.

| Score | Scoring Results |
|-------|--|
| 0% | No results or poor results in areas reported. |
| 10% | Results not reported for most areas of importance to the organization's key business requirements. Limited positive results and/or limited good performance levels are evident for a few areas. |
| 20% | Results not reported for many areas of importance to the organization's key business requirements. Some positive results and/or early good performance levels are evident for a few of these areas. |
| 30% | Results are reported for many areas of importance to the organization's key business requirements. Improvements and/or good performance levels are evident for many areas of importance to the organization's key requirements. Early stages of developing trends but little or no has been obtained. |
| 40% | Results are reported for most key areas of importance to the organization's key business requirements. Improvements and/or good performance levels are evident for many areas of importance to the organization's key requirements. Early stages of developing trends and obtaining comparative information. |
| 50% | Results are reported for most key customer, market, and process requirements. Some positive trends and/or good performance levels—evaluated against relevant comparisons or benchmarks—show a few areas of strength or good relative performance levels. No pattern of adverse trends and no poor performance levels in areas of importance to key. |
| 60% | Results are reported for most key customer, market, and process requirements. Many positive trends and good performance levels—evaluated against relevant comparisons and benchmarks—show some areas of strength and good relative performance levels. No pattern of adverse trends and no poor performance levels in areas of importance to key business requirements. |
| 70% | Results are reported for most key customer, market, process and action plan requirements. Current performance is good in many areas important to key organizational requirements. Most improvement trends and/or current performance levels are sustained and many of these—evaluated against relevant comparisons and/or benchmarks—show some areas of leadership and very good relative performance levels. |
| 80% | Results are reported for most key customer, market, process, and action plan requirements. Current performance is excellent in many areas important to key organizational requirements. Most improvement trends and/or current performance levels are sustained and most of these—evaluated against relevant comparisons and/or benchmarks—show areas of leadership and very good relative performance levels. |
| 90% | Results fully address key customer, market, process, and action plan requirements. Current performance is excellent in most areas important to key organizational requirements. Most improvement trends or current performance levels are sustained and most of these—evaluated against relevant comparisons or benchmarks—show areas of industry or benchmark leadership in many areas. |
| 100% | Results fully address key customer, market, process, and action plan requirements. Current performance is excellent in most areas important to key business requirements. Excellent improvement trends and current performance levels are sustained and—evaluated against relevant comparisons and benchmarks—show industry and benchmark leadership in many areas. |

4 Survey Results

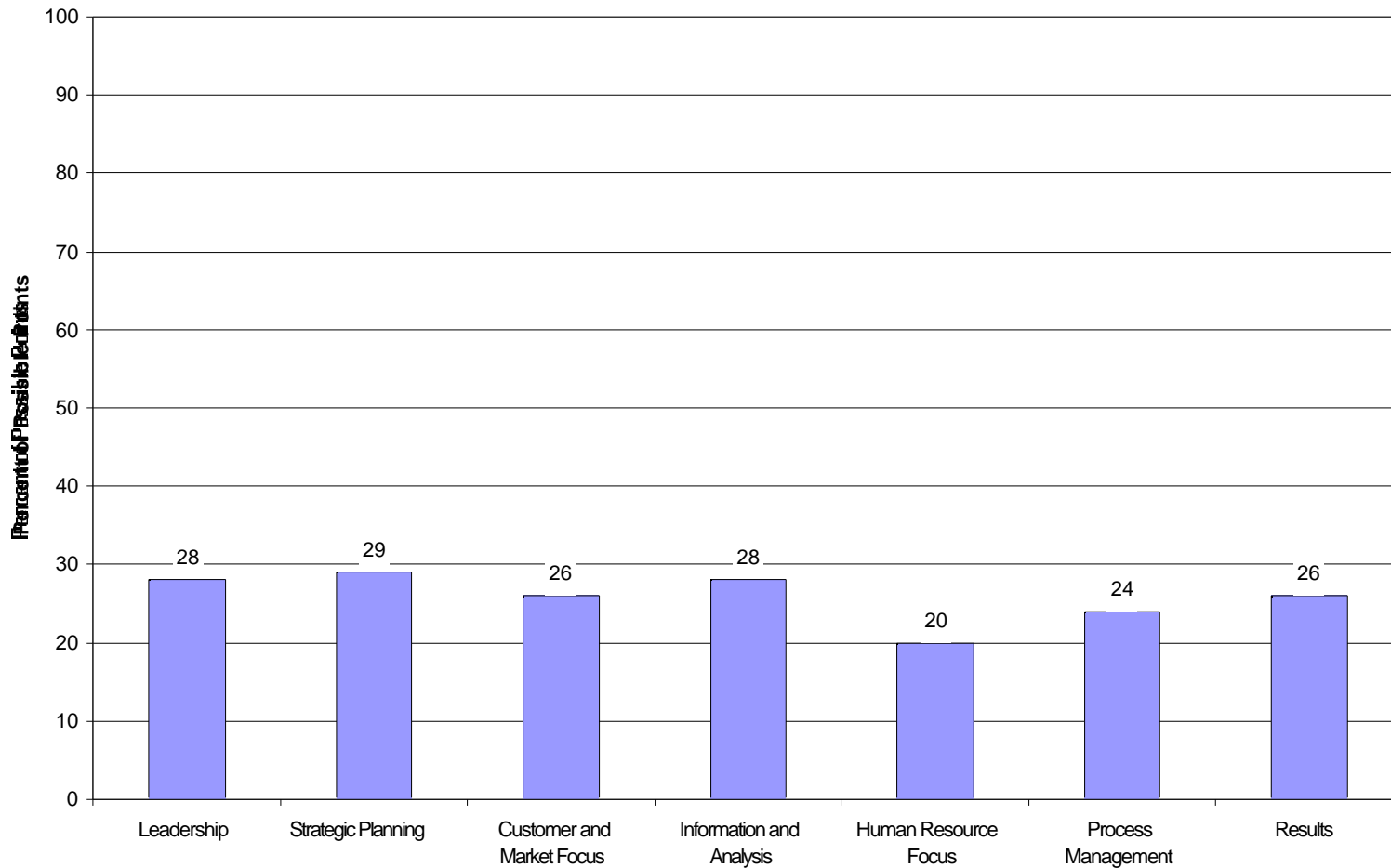
4.1 Totals by Category

| 1999 Baldrige Criteria | Total Points | Points Scored | % of Total Pts. |
|----------------------------|--------------|---------------|-----------------|
| 1. Leadership | 125 | 35 | 28 |
| 2. Strategic Planning | 85 | 24 | 29 |
| 3. Customer & Market Focus | 85 | 22 | 26 |
| 4. Information & Analysis | 85 | 24 | 28 |
| 5. Human Resource Focus | 85 | 17 | 20 |
| 6. Process Management | 85 | 21 | 24 |
| 7. Business Results | 450 | 116 | 26 |
| Totals | 1000 | 259 | 26% |

5 Organization Score

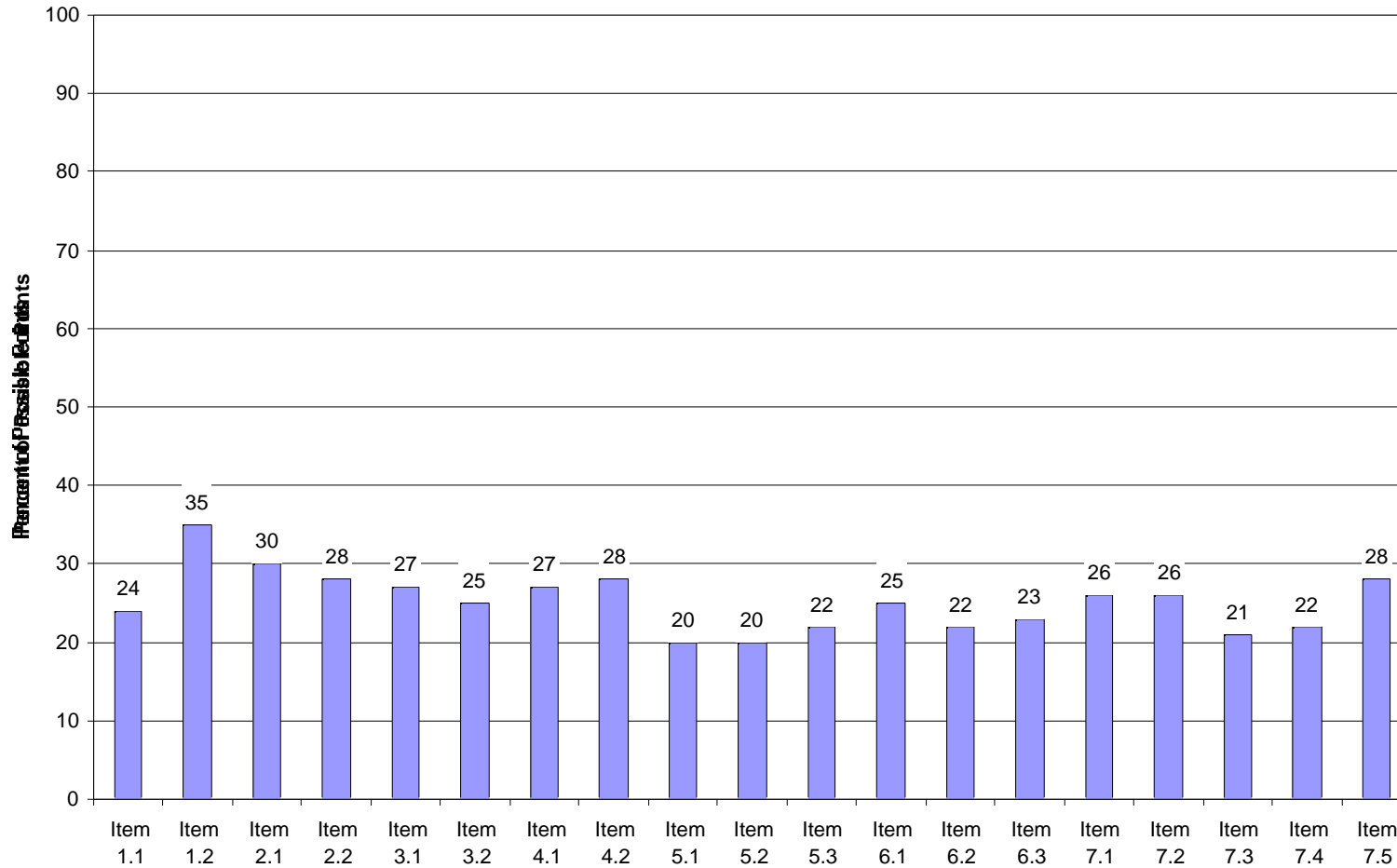
5.1 Overall Percent Score by Category

**San Joaquin County Workforce Investment
Overall Percent Scores by Category**

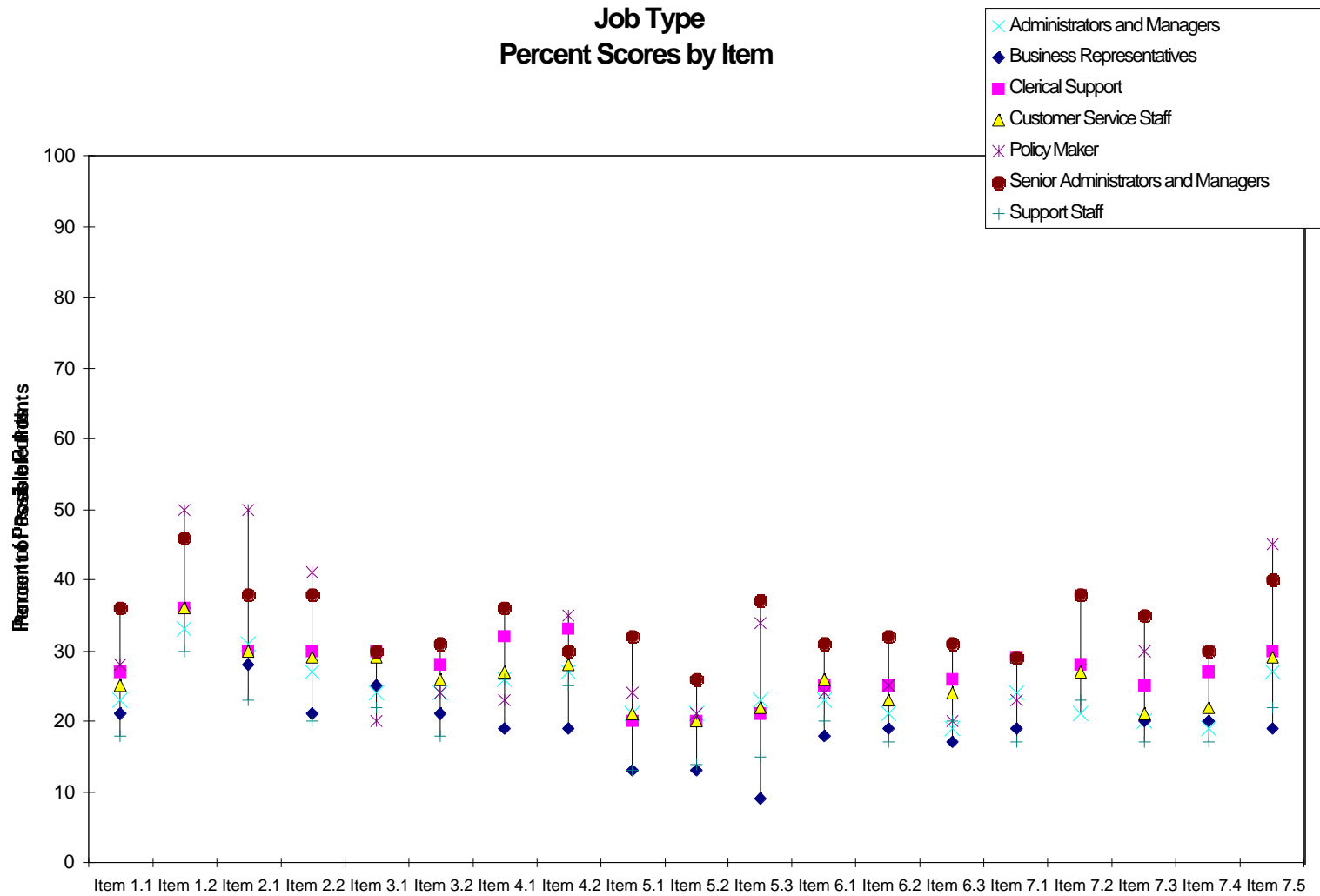


5.2 Overall Percent Score by Item

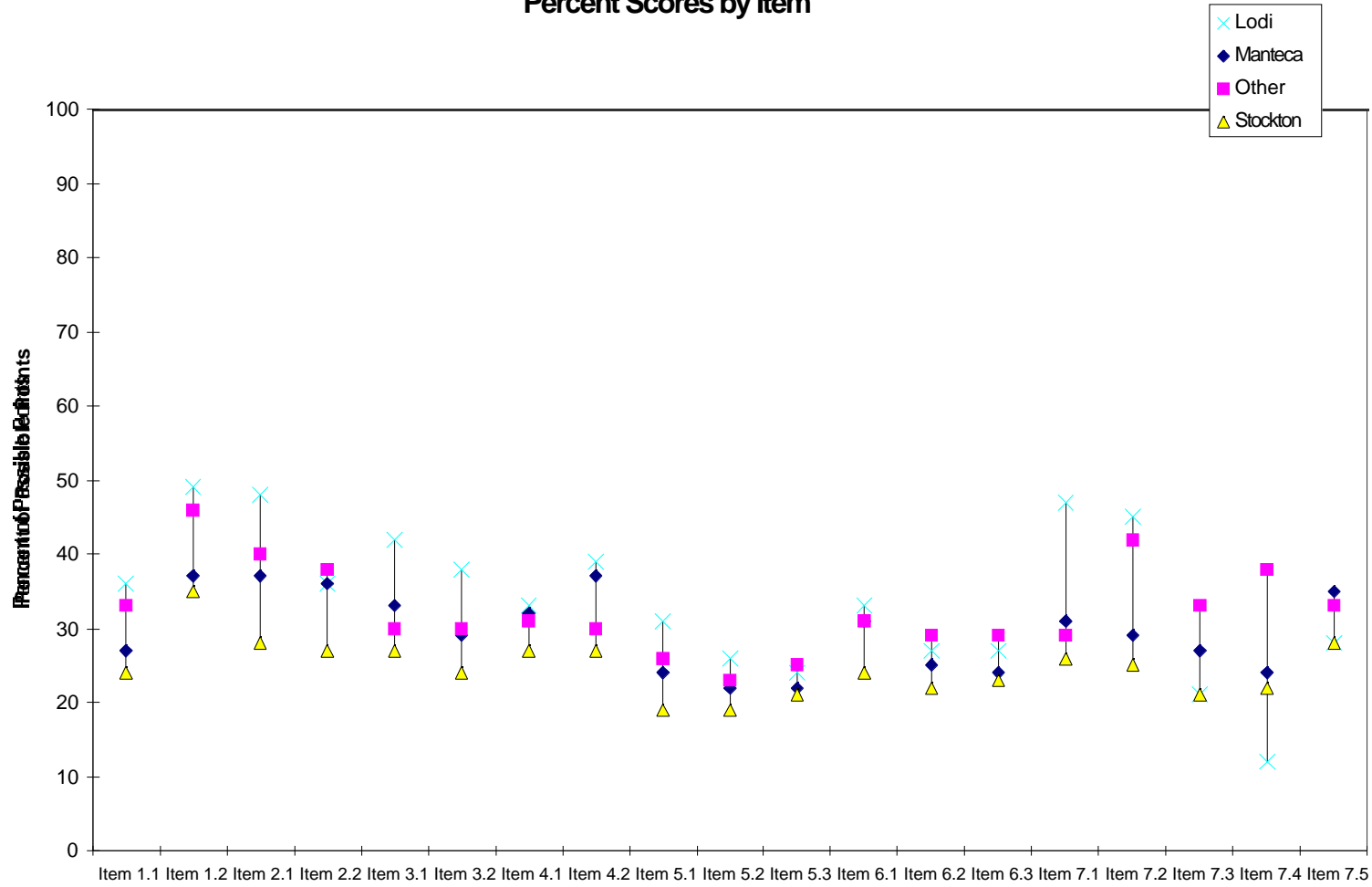
San Joaquin County Workforce Investment
Overall Percent Scores by Item



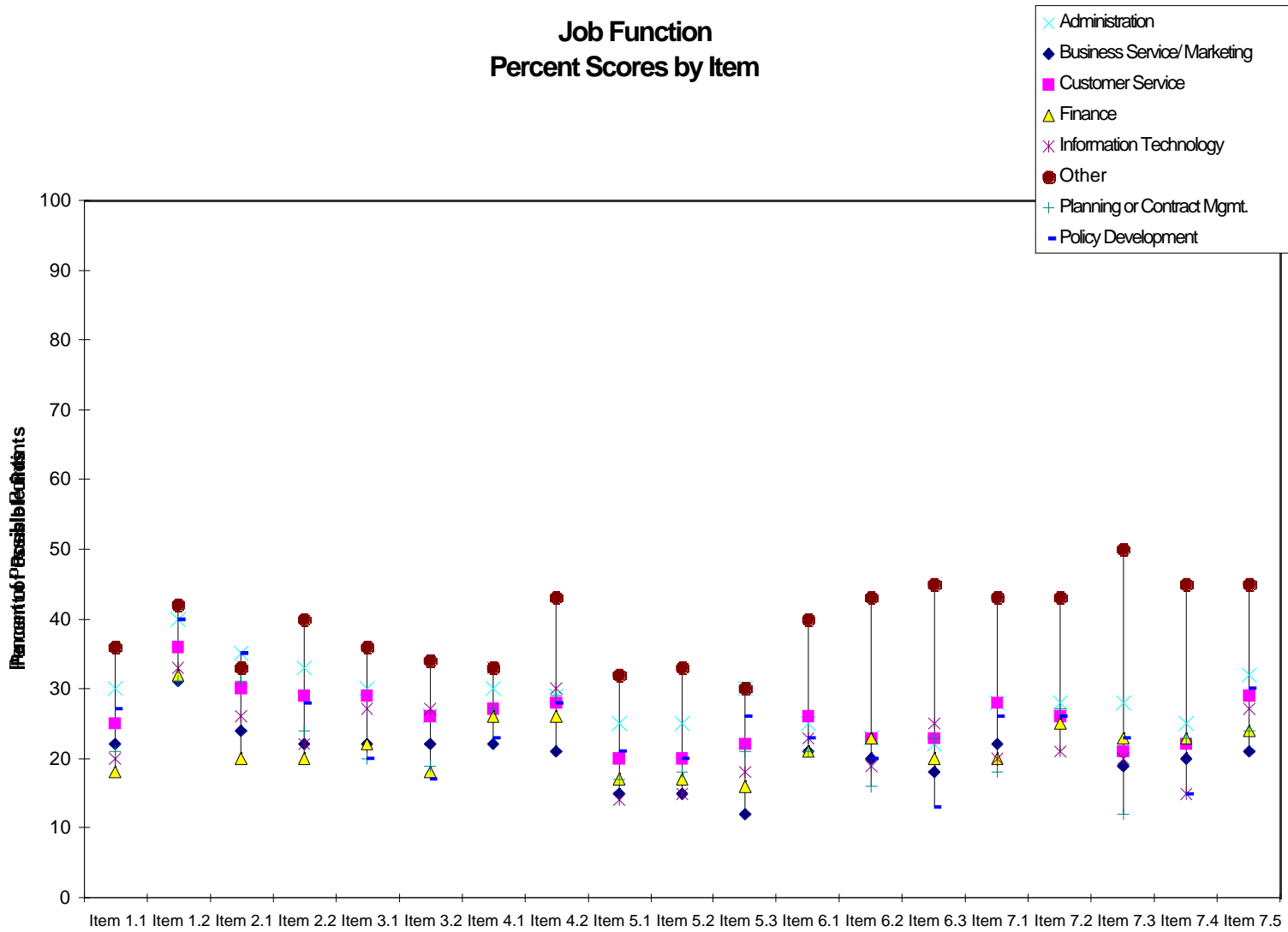
5.3 Percent Scores

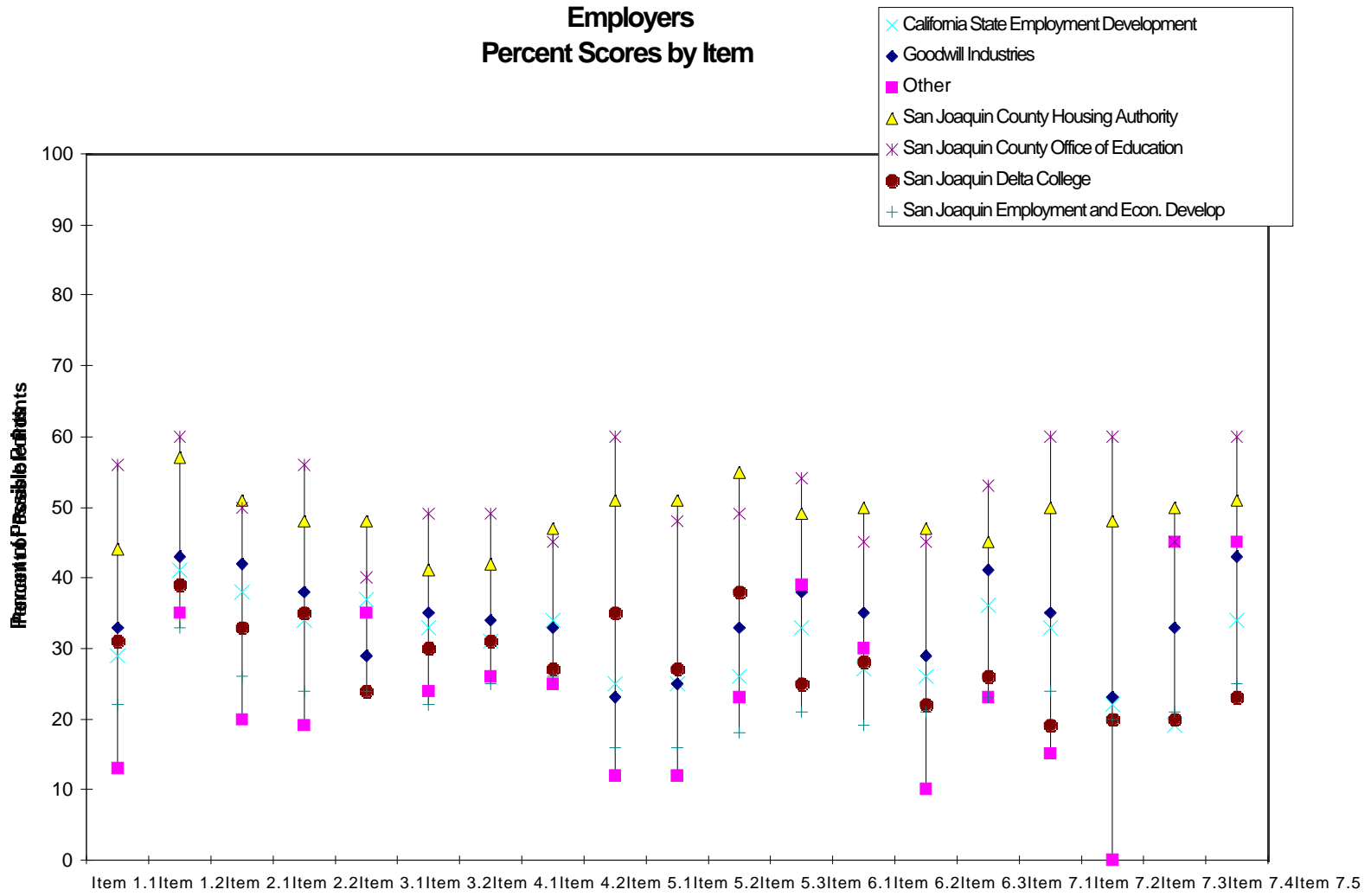


Job Site Percent Scores by Item



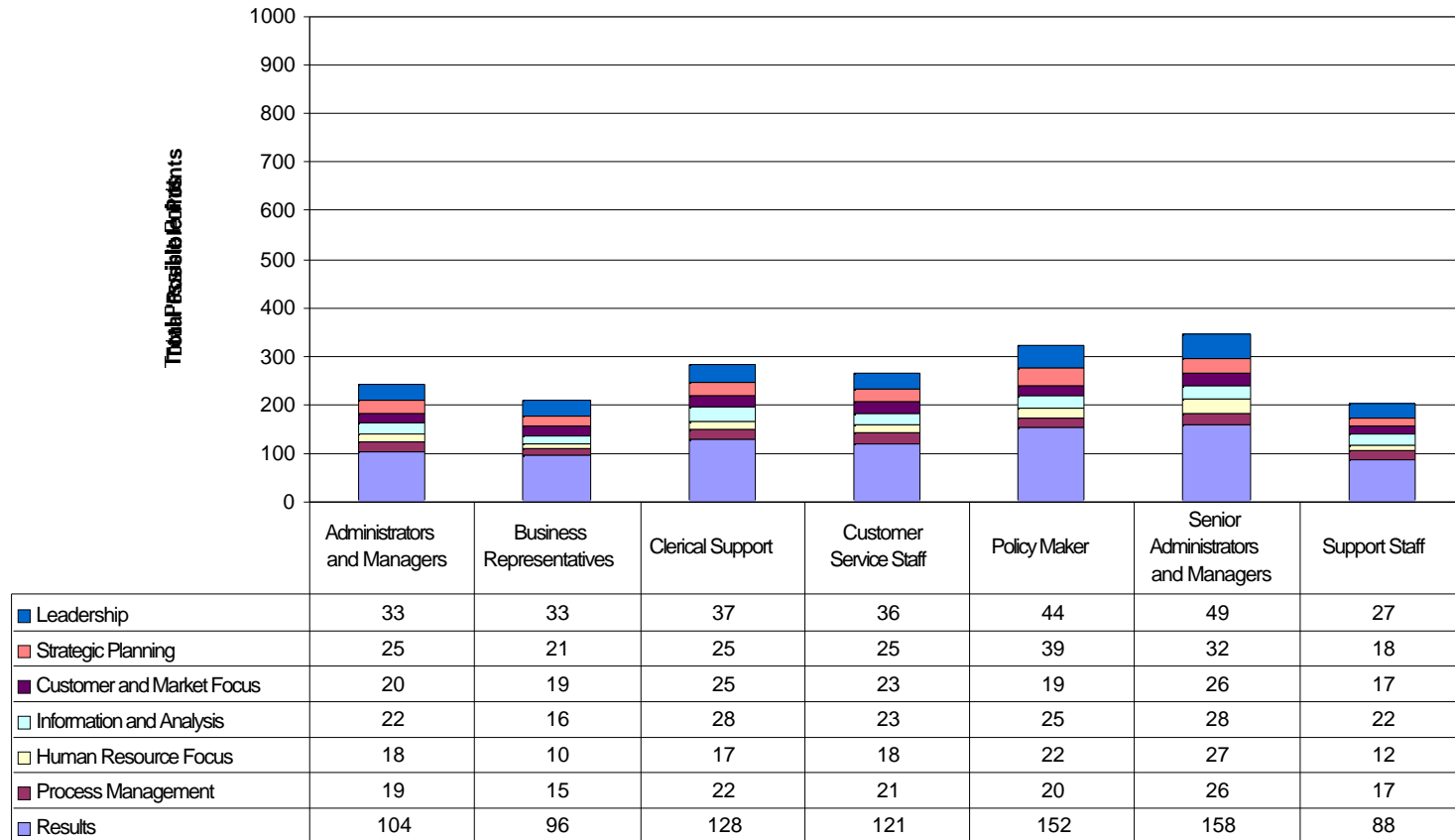
Job Function Percent Scores by Item



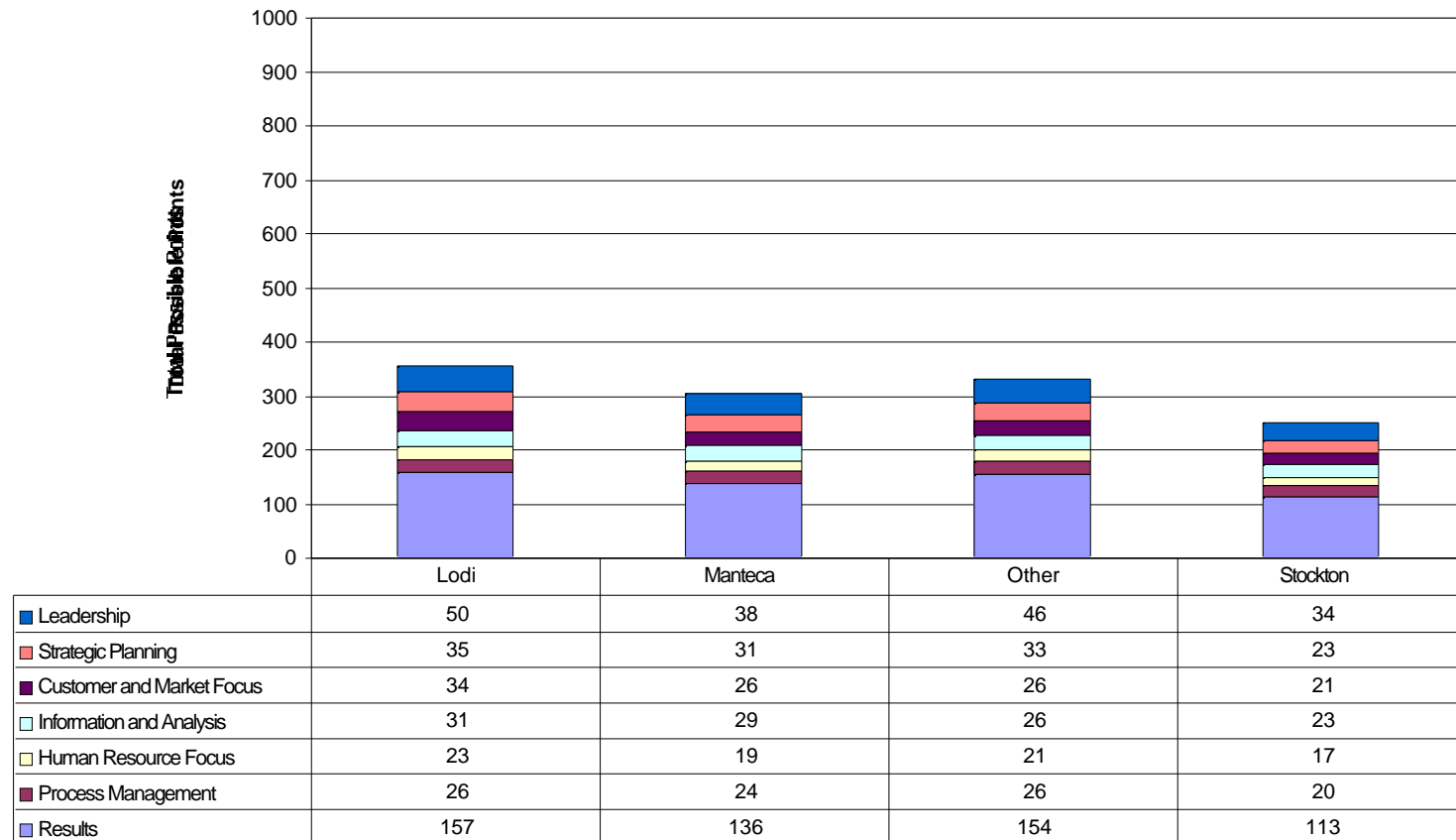


5.4 Point Scores

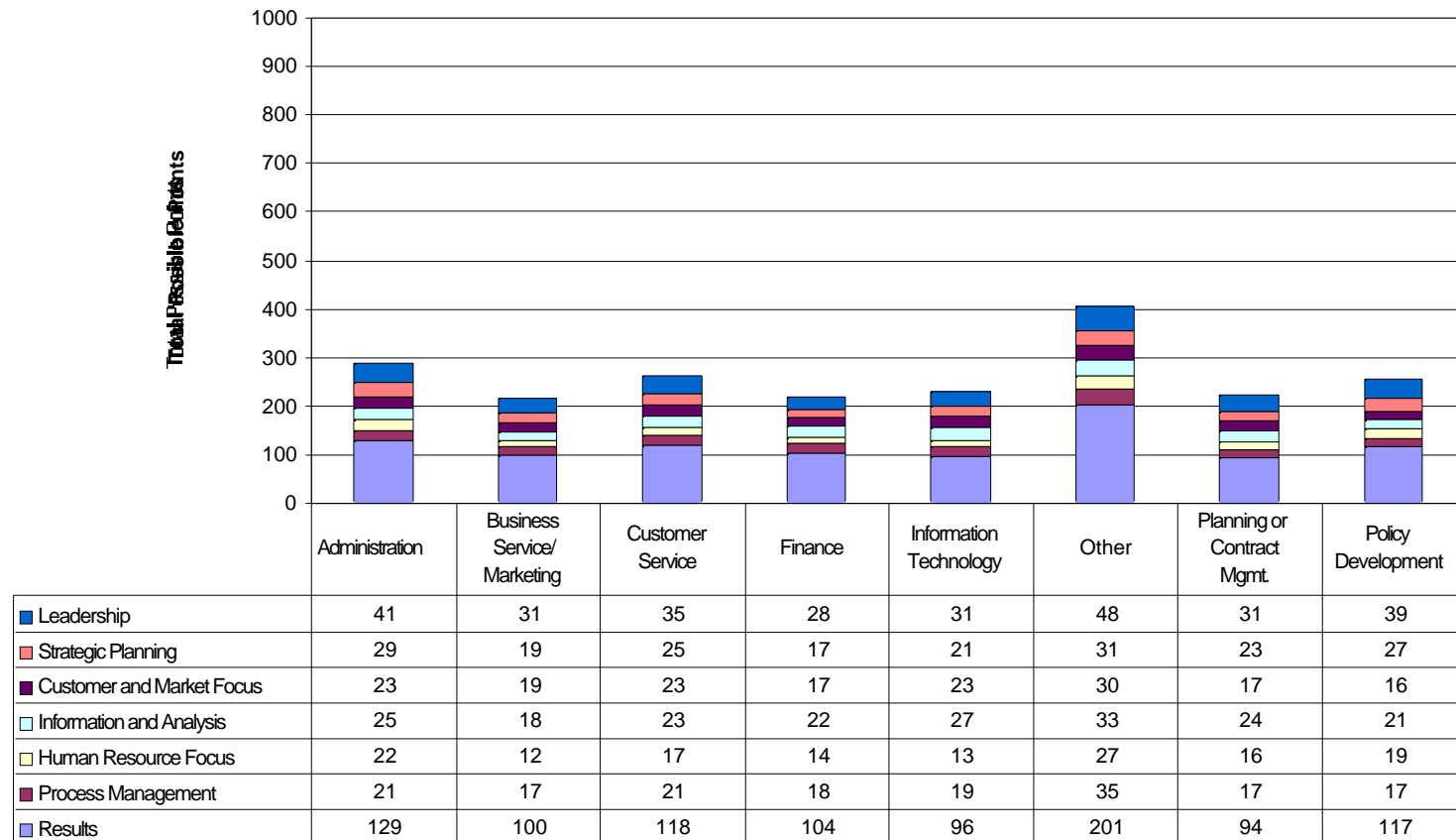
**Job Type
Point Scores by Category**



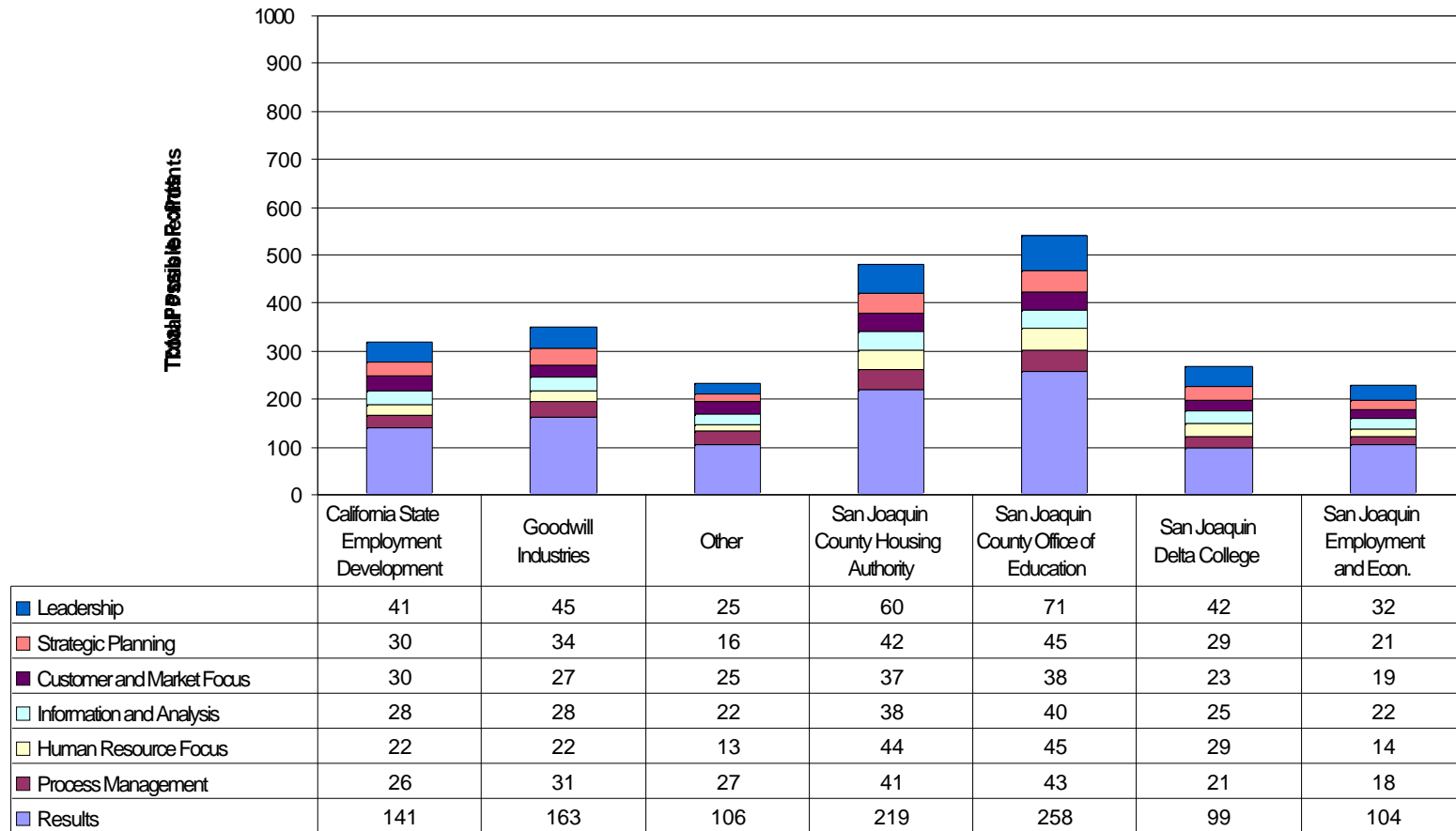
Job Site Point Scores by Category



Job Function Point Scores by Category



Employers Point Scores by Category



6 Overall Row Scores

1. Leadership

| % | Row | Description |
|----|-----------------|---|
| % | 1A | Organizational Values and Performance Expectations [1.1a(1)] |
| 27 | Current | A few leaders and top managers set and communicate organizational values and performance expectations to the top levels of the organization. |
| | Advanced | Most leaders and top managers set, communicate, and use organizational values and performance expectations in the everyday management of most of the organization. Leaders have made few short-term compromises and most improvement efforts are consistent with organizational values and overall strategy. The effectiveness of this process is routinely evaluated and some improvement has resulted. |
| % | 1B | Leadership Commitment to Creating and Balancing Value for Customers [1.1a(1)] |
| 27 | Current | A few of the organization's top leaders and managers are beginning to focus on creating value for customers and other stakeholders but the effort is not systematic or widely implemented. |
| | Advanced | Most of the organization's top leaders (including the senior leader) and managers routinely focus on creating and balancing competing interests so customers and other stakeholders receive maximum value. They have developed and maintained a strong customer focus throughout most of the organization. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |
| % | 1C | Establishing and Reinforcing Empowerment, Innovation and Learning [1.1a(2)] |
| 21 | Current | Innovation and learning values are promoted by a few top leaders. Most believe "if it ain't broke, don't fix it." Few leaders actively encourage employee or empowerment. |
| | Advanced | Belief in employee empowerment, innovation, and learning can be found among top leaders and managers in most parts of the organization. Most leaders encourage their employees to make decisions about their work and encourage innovation and learning. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |

| % | Row | Description |
|-----------|-----------------|--|
| % | 1D | Setting Directions and Seeking Future Opportunities for the Organization. [1.1a(3)] |
| 21 | Current | Leaders have begun to set clear directions for all to follow. However, most work does not fully support these directions. Many continue to work at cross purposes. Future opportunities are generally discussed but unknown. |
| | Advanced | Leaders set clear directions for all to follow. Most of the organization's work is aligned and supports these directions. Very few continue to work at cross purposes. Future opportunities are thoroughly examined, well understood, and effectively used to plan and enhance the organization. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |
| % | 1E | Reviewing Organizational Performance and Capabilities: Assessing Progress Relative to Goals [1.1b(1)] |
| 28 | Current | Except in the areas of financials and cost or customer satisfaction, top leaders do not systematically review key organizational performance or capabilities to assess progress against goals. |
| | Advanced | Top leaders systematically review organizational capabilities and competitive performance and assess progress against goals and changing organizational needs. Most of the following key performance measures are reviewed: financials, customer satisfaction/dissatisfaction, employee satisfaction and motivation, supplier performance, and internal operating performance, such as rework, defects, and cycle time. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |
| % | 1F | Translating Organizational Performance Review Findings into Improvement Targets[1.1b(2&3)] |
| 25 | Current | A few of the organization's leaders and managers use the performance results to set priorities for improvement. However, very few share the findings throughout the organization or follow-up to ensure improvements are made. |
| | Advanced | Most of the organization's leaders and managers consistently use the performance results to set priorities for improvement and promote innovation throughout most of the organization including key suppliers/ partners and customers (as appropriate). Most closely monitor progress and follow-up to ensure improvements are made and sustained. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |

| % | Row | Description |
|----|-----------------|---|
| % | 1G | Evaluating and Improving Leadership and Management Effectiveness at All Levels [1.1b(4)] |
| 19 | Current | Performance evaluations of leaders and managers include financial, cost and a few other organizational performance results and anecdotal employee input but no systematic employee feedback. A few measurable improvement objectives are tied to these results for the next review. |
| | Advanced | Performance evaluations and plans of leaders and managers include most to all key performance results. Employee feedback based on systematic assessments (such as 360 degree or upward evaluation) is considered fully. Most improvement objectives are tied to organizational and employee results for the next review cycle. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |
| % | 1H | Regulatory, Legal, and Ethical Compliance [1.2a(1&3)] |
| 37 | Current | Policies and practices reflect commitment to comply with regulatory, legal, and ethical requirements. Some organized action is taken to ensure compliance in some areas. |
| | Advanced | Policies and practices reflect commitment to comply with or exceed regulatory, legal, and ethical requirements. Systematic efforts across most parts of the organization reflect this commitment. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |
| % | 1I | Reducing Public Risks and Concerns [1.2a(2)] |
| 34 | Current | The organization looks ahead and considers how some products, services, facilities, or operations are likely to affect the public. |
| | Advanced | The organization looks ahead and considers how most of its current or future products, services, facilities, or operations are likely to affect the public and takes steps to reduce or eliminate potential problems. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |

| % | Row | Description |
|----|-----------------|---|
| % | 1J | Community Support [1.2b] |
| 33 | Current | The organization supports and strengthens its key community groups by involving some employees and leaders in planned and structured ways. Some key areas of emphasis have been identified to support the organization and key communities. |
| | Advanced | The organization makes a practice of effectively supporting and strengthening its key community groups through many avenues, including involving many employees and leaders in planned and structured ways. Many key areas of emphasis have been identified to support the organization and key communities. The effectiveness of these processes is routinely evaluated and some improvement has resulted. |

2. Strategic Planning

| % | Row | Description |
|----|-----------------|--|
| % | 2A | Strategic Planning Process [2.1a (1)] |
| 28 | Current | Strategic plans are developed but the process is not consistent. |
| | Advanced | A formal, consistent process is used across most of the organization to develop strategic plans with performance improvement goals. The process is evaluated to determine if it is working as expected and has been improved as a result. |
| % | 2B | Comprehensive Data-Driven Planning [2.1a(2)] |
| 31 | Current | Strategic planning includes limited performance data and information in some of the following areas: customer requirements, organization and human resource capabilities, competition, potential risks, resource availability and supplier needs. |
| | Advanced | Strategic planning includes comprehensive performance data and related information in all of the following areas: customer requirements, organization and human resource capabilities, competition, potential risks, resource availability and supplier needs. |
| % | 2C | Strategic Objectives and Timetable [2.1b] |
| 28 | Current | The organization has developed general strategic objectives based on opinions of top leaders and have no timetable for implementation. |
| | Advanced | The organization has developed specific strategic objectives based on relevant information and data. There is a specific timetable with measurable milestones for carrying out most of the objectives. |

| % | Row | Description |
|----|-----------------|---|
| % | 2D | Developing Action Plans to Achieve Strategic Objectives [2.2a(1)] |
| 28 | Current | Action plans that address key strategic objectives exist to a limited extent but are not systematically developed to strengthen products and services and/or customers and markets. |
| | Advanced | Action plans that address key strategic objectives are systematically developed and in place in most parts of the organization. They are consistently used to strengthen products and services and/or customers and markets to achieve leading positions. |
| % | 2E | Human Resource Plans Tied to Strategic Plans [2.2a(2)] |
| 27 | Current | Human resource plans exist but are not based on the organization's strategic objectives or action plans. |
| | Advanced | Human resource plans are driven by and support the strategic plan for most key business areas at most levels. Most areas can measure how well they are doing against the plan. |
| % | 2F | Measurable Goals and Competitive Comparisons [2.2 a(4) and b(2)] |
| 28 | Current | Few goals and plans, which contain measurable objectives are in place, but these are based on comparisons with competitors or other organizations. |
| | Advanced | Goals and plans with measurable objectives are in place for most organizational levels in most functions and support areas. Many goals are based on comparisons with competitors or world-class organizations. |

| % | Row | Description |
|----|-----------------|--|
| % | 2G | From Strategy to Action—Aligning Work to Achieve Goals Organization Wide [2.1a(5)] |
| 27 | Current | The organization has an overall strategy but it "sits on corporate book shelves." It is not well understood by most employees, and is not used to drive daily actions, decisions, or align and focus work. |
| | Advanced | Strategy "speaks clearly" and drives action plans for most levels of the organization. Many measures have been developed to communicate performance requirements, work needed to meet requirements, and to track performance at the top and middle levels of the organization. |

3. Customer and Market Focus

| % | Row | Description |
|-----------|-----------------|--|
| % | 3A | Grouping Customers and Markets and Gathering Information On Customer Requirements and Drivers of Purchase Decisions [3.1a(1&2)] |
| 28 | Current | No routine process exists to listen to customers and learn about their preferences and requirements. |
| | Advanced | A systematic process to listen to former, current, and potential customers and markets and learn about their preferences, requirements and drivers of purchase decisions is used in most parts of the organization. The process is adjusted according to the differences between customer and market groups. |
| % | 3B | Determining Key Features & Relative Importance to Customers of Req. Products & Services [3.1a(3)] |
| 27 | Current | The organization knows a few key product and service features that are most important to customers. However, it does not use the information to support business needs. |
| | Advanced | The organization has a systematic process in place in most parts of the organization to learn about many of the key product and service features that are most important to customers. It has begun to use the information to support product planning, marketing and future business development. |
| % | 3C | Improving Processes to Listen and Learn from Customers and Markets [3.1a(2 and 4)] |
| 25 | Current | The organization does not check how well it listens to and learns from current customers, potential customers, and markets. |
| | Advanced | The organization has a systematic process in place to evaluate how well it listens to and learns from current customers, potential customers, and markets. Some improvement has been made to keep up-to-date with changing business needs. |

| % | Row | Description |
|-----------|-----------------|--|
| % | 3D | Making it Easy for Customers to Comment, Get Information and Complain. [3.2a(1&5)] |
| 28 | Current | A process is being developed to make it easy for key customers to seek assistance and information, conduct business and complain. |
| | Advanced | A systematic process is in place to make it easy for most key customers to seek assistance and information, conduct business, and complain. The organization routinely notes how well it is working and has made some improvement to the process. |
| % | 3E | Determining and Deploying Customer Contact Requirements (Service Levels) [3.2a(2&5)] |
| 30 | Current | Some customer contact requirements, based on anecdotal feedback from customers, are somewhat standardized, understood, and followed by a few employees. |
| | Advanced | Customer contact requirements, based on comprehensive customer feedback are standardized, well understood, and followed by most employees who have contact with customers. The organization tracks and notes whether customer service requirements are met. Customer contact requirements are reviewed routinely. Some system-wide improvement in setting and meeting customer service standards has resulted. |
| % | 3F | Resolving Customer Complaints Effectively and Using them to Improve [3.2a(3&5)] |
| 25 | Current | The organization has set up a help desk to settle customer complaints. However, most complaints have to be raised to higher levels of authority for resolution. Little complaint information is used in the organization to prevent problems from recurring. |
| | Advanced | The organization's practice of promptly settling customer complaints is well developed and deployed. Most employees who receive complaints are trained and authorized to resolve them. Most complaints are settled by the first person receiving them. Complaint data are used in most parts of the organization to prevent problems from recurring. These processes are systematically evaluated and some improvement has resulted. |

| % | Row | Description |
|-----------|-----------------|---|
| % | 3G | Building Loyalty and Positive Referrals [3.2a(4&5)] |
| 24 | Current | The organization is developing a system to build customer loyalty and strong relationships. However, at this time, the process is largely reactive. |
| | Advanced | The organization has deployed a system to build customer loyalty and strong relationships to gain positive referrals throughout most of the organization. It is checked regularly to determine if it is working as expected and some improvements have been made. |
| % | 3H | Determining Customer Satisfaction and Dissatisfaction [3.2b(1&4)] |
| 22 | Current | Most customer satisfaction information is "a little bit of this and that" but some parts of the organization are starting to be more organized in their information gathering. |
| | Advanced | Customer feedback on the satisfaction or dissatisfaction of most customer groups is part of day-to-day life in most parts of the organization. This feedback is used for action plans to build customer loyalty and positive referrals. The organization routinely checks how well this works and has made some improvement. |
| % | 3I | Following Up with Customer to Receive Prompt Feedback about Products, Services [3.2b(2&4)] |
| 24 | Current | The organization occasionally seeks feedback from a few customers about products and services but it is not generally used to take action to improve. |
| | Advanced | The organization systematically obtains feedback from most customers about products and services and recent transactions. This feedback is usually used to take action to improve. The process of seeking and using feedback is evaluated to determine if it is working as expected. Some improvement to the process has been made. |

| % | Row | Description |
|----|-----------------|---|
| % | 3J | Collecting and Using Customer Satisfaction Data on Competitors and Benchmarks [3.2b(3&4)] |
| 16 | Current | Information about customer satisfaction relative to competitors or world-class organizations is collected for a few products and services, but not systematically; more in response to a problem or crisis. |
| | Advanced | Information about customer satisfaction relative to competitors or world-class organizations is systematically collected for most products and services. The information is used for planning, goal setting, and to identify key areas for improvement. The process is evaluated to determine if is working as expected and some improvement has been made. |

4. Information and Analysis

| % | Row | Description |
|-----------|-----------------|--|
| % | 4A | Selecting the Right Product and Service Process Measures [4.1a(1-i,1-ii,&2)] |
| 30 | Current | The organization some collects information and data that help focus decisions on financial results, operational performance, and some aspects of customer and employee satisfaction. |
| | Advanced | The organization consistently and reliably identifies most measures important to understand overall organizational performance decision making in most parts of the organization. The process for selecting and using measures is regularly evaluated and some improvement has been made. |
| % | 4B | Selection and Use of Comparative Data and Information [4.1a(1-iii,&2)] |
| 22 | Current | There are plans to collect information from competitors or world-class organizations but not much has happened yet. |
| | Advanced | Information from competitors or world-class organizations has been collected for most key products, processes, action plans and improvement areas. This has resulted in "stretch" goals and business improvement. The effectiveness of this process is evaluated to determine if it is working as expected and has improved as a result. |
| % | 4C | Ensuring Complete, Accurate and Reliable Data [4.1a(1-iv,&2)] |
| 28 | Current | Data accuracy and usefulness are occasionally examined or verified for accuracy and reliability. |
| | Advanced | Most parts of the organization systematically and routinely check data to make sure that data collected, reported, and used for decision making are complete, reliable, timely and accurate The organization evaluates this process to determine if it is working as expected. Some improvement has been made as a result. |

| % | Row | Description |
|-----------|-----------------|--|
| % | 4D | Using Measures to Track Organizational Performance [4.1a(1-v,1-vi)] |
| 28 | Current | The organization collects some data to help track the performance of a few key processes, action plans, or business financial results. Information and data about customer and employee satisfaction, support activities, and operational performance are limited. |
| | Advanced | The organization consistently and reliably identifies many measures important to decision making, planning and understanding overall organizational performance in most parts of the organization. Most managers and employees use the measures to improve their understanding of cost implications of improvement options and make better decisions. The process for selecting and using measures is regularly evaluated and some improvement has been made. |
| % | 4E | Data Analysis to Support Performance Reviews and Planning [4.2a(1)] |
| 30 | Current | Some financial and market data and some operational and customer data are basically analyzed (e.g., trend analysis) and used to help senior executives plan and review overall organization performance. |
| | Advanced | Extensive financial and market data, operational and customer data, and human resource data are effectively analyzed using a wide variety of accepted techniques (e.g., trend analyses, correlations, Pareto analysis, regression and more sophisticated statistical analysis as appropriate). The resulting analyses are used to help senior executives plan and review overall organization performance. The organization regularly checks its data analysis to determine if it is complete, accurate, and useful. Some improvement has been made. |
| % | 4F | Using Data Analyses to Support Decision Making throughout the Organization [4.2a(2)] |
| 27 | Current | The organization uses data analyses to provide support to help a few parts of the organization (functions and work groups) improve the effectiveness of decision making. |
| | Advanced | The organization uses data analyses to provide support to help most parts of the organization (functions and work group) improve the effectiveness of decision making. The effectiveness of the analysis process to support decision making is evaluated and some improvement has been made. |

| % | Row | Description |
|----|-----------------|---|
| % | 4G | Ensuring Data and Analyses are Aligned to Support Daily Operations and Align w/Action Plans [4.2a(3)] |
| 27 | Current | A few leaders and managers use data analyses to help them track progress on key action plans. However, the analyses are not widely used to help people focus on daily decisions, key plans, and actions necessary for business success. |
| | Advanced | Senior leaders, managers and employees in most areas consistently use data analyses to track progress and ensure alignment of action plans, set priorities, allocate resources, and improve decision making. The analyses effectively help most people focus on daily decisions, key plans, and actions necessary for business success. The analysis processes are systematically evaluated and some improvement has been made. |

5. Human Resource Focus

| % | Row | Description |
|----|-----------------|---|
| % | 5A | Optimizing Employee Participation and Effectiveness [5.1a(1)] |
| 22 | Current | Much of the organization's work is directed by leaders who "micro manage." Employees in a few parts of the organization are beginning to participate on teams. They are sometimes asked for input on how to improve their work. |
| | Advanced | Leaders do not "micro manage." Employees in most parts of the organization participate on teams and provide input on work improvement. Innovation, individual initiative, flexibility, and cooperation are generally encouraged. These processes are systematically evaluated to ensure they are effective and some improvement has been made to ensure they are kept current with changing business needs. |
| % | 5B | Encouraging Employees to Develop and Use their Full Potential. [5.1a(2)] |
| 19 | Current | Some informal employee development and career progression programs are in place for a few employees and some managers. No systematic process exists to motivate employees at all levels to use their full potential. |
| | Advanced | Well developed formal and informal processes are in place throughout the organization to develop and motivate most employees at most levels to use their full potential. These processes include development both on and off the job. The processes are evaluated to determine if they are working as expected and some improvement has been made as a result. |
| % | 5C | Performance Management, Compensation and Recognition to Support Organizational Goals [5.1a(3&4)] |
| 16 | Current | The organization provides a little feedback to employees about performance (e.g., annual performance appraisal) but the process does not generally support its performance goals or tie pay or rewards to performance excellence. |
| | Advanced | The organization provides complete, honest, and fair feedback to most employees about performance (e.g., annual performance appraisal with frequent updates). The process effectively supports its performance goals. Pay and rewards are closely tied to performance excellence. The process is evaluated to determine if it is working as expected and some improvement has resulted. |

| % | Row | Description |
|-----------|-----------------|--|
| % | 5D | Promoting Effective Communication and Skill Sharing Across Units [5.1a(5)] |
| 19 | Current | A few parts of the organization have effective communications and knowledge and skill sharing across work functions, units and locations. |
| | Advanced | Most parts of the organization have effective communications and knowledge and skill sharing across work functions, units and locations. These processes are evaluated to determine if they are working as expected and some improvement has been made as a result. |
| % | 5E | Identifying Needed Skills and Recruiting to Them [5.1a(6)] |
| 21 | Current | The organization is beginning to determine the skills its employees need to help achieve business success, and identify current gaps in the skills of its work force. However, no systems are in place to close the gaps. |
| | Advanced | The organization has implemented a process to determine the skills its employees need to help achieve business success, and identify current gaps in the skills of its work force. A comprehensive effort is in place in most parts of the organization to close the gaps. The process is evaluated and some improvement has resulted |
| % | 5F | Providing Training to Support Organization Needs and Action Plans [5.2a(1&7)] |
| 21 | Current | Education and training is beginning to be tied to short- and long-term business plans and employee needs. Knowledge and skills are not reinforced on the job. |
| | Advanced | Education and training effectively support short- and long-term business plans and employee needs for most of the organization. Most new knowledge and skills receive consistent on the job reinforcement from managers and supervisors who strongly encourage the use of new skills. The processes are evaluated to determine if they are working as intended and some improvement has been made as a result. |

| % | Row | Description |
|----|-----------------|--|
| % | 5G | Designing Training to Keep Current w/Individual Job and Organizational Performance Needs [5.2a(2)] |
| 21 | Current | Some effort is made to select education and training offerings that generally relate to business needs. However, very little discipline is used to focus training on people and areas that best benefit the organization or its people. |
| | Advanced | A process is in place in most parts of the organization to design and select education and training offerings that relate to and balance individual development and business needs. Clear guidance is provided to help focus training on most areas that benefit the organization and its people. The process is evaluated to determine if it works as needed and some improvement has been made as a result. |
| % | 5H | Designing and Delivering Training for Maximum Effectiveness [5.2a(3&4)] |
| 21 | Current | When education and training or employee orientation is being planned, a few employees and managers provide input. Delivery options are very limited and no system exists to evaluate the impact of training. |
| | Advanced | When education and training or employee orientation is being planned, most employees and their managers regularly provide input. Many different techniques are used to deliver education and training and employee orientation. The effectiveness and impact of training is evaluated to determine if it is working as expected and some improvement has been made as a result. |
| % | 5I | Performance Excellence Training Education [5.2a(5&6)] |
| 13 | Current | The organization offers courses such as new employee orientation, safety, or diversity to employees but not in skills related to performance excellence. |
| | Advanced | Performance excellence and key developmental needs are addressed through a comprehensive set of formal and informal approaches. Most employees develop skills and use tools in areas such as quality control, performance measurements, decision making, benchmarking, diversity, employee orientation, safety, and leadership techniques, to name a few. The process is evaluated to determine if it is working as expected and some improvement has been made as a result. |

| % | Row | Description |
|----|-----------------|--|
| % | 5J | Safe and Healthful Work Environment [5.3a] |
| 27 | Current | The organization makes little effort to ensure a safe and healthful work environment. It focuses only on meeting minimum legal requirements. |
| | Advanced | The organization almost completely ensures a safe and healthful work environment. At most locations it focuses on issues of top concern to employees. It frequently exceeds many mandated requirements. The process is evaluated to determine if it is working as expected and some improvement has been made as a result. |
| % | 5K | Supporting High Performance Using the Employee Performance Management System [5.1a(3)] |
| 21 | Current | Managers and supervisors generally meet the minimum organization requirements for employee performance feedback. For example they meet with employees once per year for ten minutes to discuss performance. |
| | Advanced | Most work units support high performance through an employee performance management system which includes feedback to employees. The system includes items such as core competencies required for jobs, performance and feedback mechanisms. |
| % | 5L | Work Climate—Providing Services to Support Employee Satisfaction and Well-Being [5.3b(1)] |
| 18 | Current | The organization provides basic services and benefits for employee well-being, satisfaction and motivation. |
| | Advanced | The organization provides extensive services and benefits for employee well-being, satisfaction and motivation that are valued by most employee groups. |

| % | Row | Description |
|----|-----------------|--|
| % | 5M | Meeting the Needs of a Diverse Work Force [5.3b(2)] |
| 24 | Current | The needs of its diverse work force are beginning to be considered by the organization, which talks about dignity and respect. Very few programs are in place to address diversity issues. |
| | Advanced | The needs of its diverse work force are fully supported by the work climate of the organization which emphasizes dignity and respect. The process is evaluated to determine if it is working as expected and some improvement has been made as a result. |
| % | 5N | Assessing and Enhancing Employee Satisfaction and Well-Being [5.3c(1,2&3)] |
| 16 | Current | Employee satisfaction and well-being are checked once in a while but little follow-up occurs. Little or no work has been done to determine where employee satisfaction supports better business results. |
| | Advanced | Employee satisfaction and well being are checked regularly, Most managers have made improvements based on employee feedback and data indicate that improved employee satisfaction supports better business results in most areas. |

6. Process Management

| % | Row | Description |
|----|-----------------|---|
| % | 6A | Product and Service Design Process [6.1a(1&2)] |
| 24 | Current | A consistent process to design products and services is in place in a few parts of the organization. A process to design products and services to meet customer requirements is taking shape. Designs are generally based on internal "specifications." |
| | Advanced | A highly effective, well-defined process is in place throughout most of the organization to design products and services to meet or exceed customer requirements. Most parts of the organization actively gather and use customer input to modify product and service designs early in the process. Product and service designs can change quickly based on changing customer requirements. The design processes are evaluated to determine if they are working as expected and some improvement has resulted. |
| % | 6B | Effective and Efficient Design Processes [6.1a(3&4)] |
| 25 | Current | A new process is beginning to be used in a few parts of the organization to build new technology into a few products/services and design/delivery systems. The organization does not effectively coordinate design changes to make sure product introductions go smoothly. Many new initiatives have false starts and require much rework. There is usually a great deal of redesign or delay. |
| | Advanced | A highly effective, well-defined process is in place in most of the organization to use new technology in most products/services and design/delivery systems. The design process as a whole is very efficient and fast. The organization coordinates most design changes to make sure product introductions go smoothly and quickly. There is very little redesign or delay. The design process builds on the learnings from past projects in most parts of the organization. Most design processes include cost control and productivity enhancements such as error proofing. The design processes are evaluated to determine if they are working as expected and some improvement has resulted. |
| % | 6C | Evaluating and Improving Product and Service Design Process [6.1a(5&6)] |
| 22 | Current | The organization is beginning to use a consistent method for ensuring that the design processes include key operational performance requirements for a few new products/services to ensure their trouble-free and timely introduction. |
| | Advanced | Most parts of the organization use a consistent method for ensuring that design processes include key operational performance requirements for many new products/services. Many new product/service designs are tested to ensure trouble-free and timely introduction. The entire process is evaluated to determine if it is working as expected. Some improvement has resulted. |

| % | Row | Description |
|-----------|-----------------|---|
| % | 6D | Process Consistency — Ensuring Requirements Are Met Day-To-Day [6.1b(1&2)] |
| 27 | Current | A few parts of the organization have begun to implement consistent production/delivery processes that attempt to meet day-to-day operational and customer requirements. |
| | Advanced | Most parts of the organization have put in place consistent production/delivery processes that meet day-to-day operational and customer requirements. The entire process is evaluated to determine if it is working as expected. Some improvement has resulted. |
| % | 6E | Process Consistency and Improvement Systems [6.1b(3-4)] |
| 25 | Current | A few parts of the organization have identified key performance measures to control and improve processes. They check how well a few processes are working. Problems are corrected when discovered but the organization does not focus on problem prevention. This information is not usually shared with other organizational units. |
| | Advanced | Most parts of the organization have identified key performance measures to control and improve processes as early as possible in the production cycle. They make it a routine practice to check how well most processes are working. Problems are corrected when discovered and most are prevented from happening again. The entire process is evaluated to determine if it is working as expected. Some improvement has resulted. This information is shared with most other organizational units. |
| % | 6F | Defining Customer Requirements for Internal Support Process [6.2a(1&2)] |
| 21 | Current | Support functions are clearly defined (e.g., facilities, procurement, accounting) with a few processes in place. A few functions seek input from internal or external customers to help determine requirements. A few operating requirements such as cycle time and productivity have been defined. |
| | Advanced | Most support functions are clearly defined (e.g., facilities, procurement, accounting) with systematic processes in place. Most functions seek input from internal or external customers to help determine requirements. Operational requirements such as cycle time and productivity have been defined in measurable terms for most support functions. The entire process is evaluated to determine if it is working as expected. Some improvement has resulted. |

| % | Row | Description |
|----|-----------------|---|
| % | 6G | Product and Service Design for Support Processes [6.2a(3)] |
| 24 | Current | A few parts of the organization design and carry out support processes to meet customer requirements for quality and performance. The design of support processes changes somewhat based on changing customer requirements (external or internal). |
| | Advanced | Most parts of the organization design support products and services to meet or exceed customer requirements. Design processes change based on changing customer requirements or technology. The organization coordinates process changes to make sure results meet requirements. |
| % | 6H | Support Process Reliability, Consistency, and Improvement [6.2a(4 and 5)] |
| 22 | Current | A few parts of the organization have identified key performance measures to control and improve support processes. They check how well a few support processes are working. Problems are corrected when discovered but the organization does not focus on problem prevention. This information is not usually shared with other organizational units. |
| | Advanced | Most parts of the organization have identified key performance measures to control and improve support processes as early as possible in the production cycle. They make it a routine practice to check how well most support processes are working. Problems are corrected when discovered and most are prevented from happening again. The entire process is evaluated to determine if it is working as expected. Some improvement has resulted. This information is shared with most other organizational units. |
| % | 6I | Defining Requirements and Selecting Suppliers and Partners [6.3a(1&2)] |
| 24 | Current | The organization has identified a few products/services it considers key to business success. The organization has established basic performance requirements for its key suppliers and partners through contract documents. Most procurement decisions are based primarily on price. |
| | Advanced | The organization has identified most key products/services it considers key to business success. The organization has established clear performance requirements for most of its key suppliers and partners through contract documents and other methods. Most procurement decisions are based on demonstrated performance in meeting performance expectations as well as on price. The entire process is evaluated to determine if it is working as expected. |

| % | Row | Description |
|----|-----------------|---|
| % | 6J | Ensuring Supplier and Partner Performance Requirements are Met [6.3a(3&4)] |
| 25 | Current | Suppliers and partners are not required to have a problem prevention system in place. Aside from receiving inspection, the organization does not have a way to check supplier performance. Little timely feedback is provided to help them improve. |
| | Advanced | Most key suppliers and partners have a system in place with clear measures to determine the extent to which their products and services meet requirements and have significantly reduced the organization's reliance on testing and inspection. Timely feedback is frequently provided to help them improve. The entire process is evaluated to determine if it is working as expected. Some improvement has resulted. |
| % | 6K | Evaluating and Improving the Management of Supplier and Partnering [6.3a(5&6)] |
| 21 | Current | The organization begun to help a few of its key suppliers/partners improve their performance and evaluate how well it manages supplier and partner performance. This information is not effectively shared with other organizational units. A few incentives and a little assistance are provided by the organization to enhance supplier/partner performance. |
| | Advanced | The organization helps most of its key suppliers/partners improve their performance. It also has developed and widely deployed a systematic process to evaluate how well it manages supplier and partner performance. Some improvement has resulted. This information is shared with most other organizational units. Effective incentives and assistance are provided by the organization to enhance supplier/partner performance (usually involving substantial training, teaming arrangements, and better information sharing). This information is shared with most other organizational units. |

7. Results

| % | Row | Description |
|----|-----------------|--|
| % | 7A | Customer Satisfaction/Dissatisfaction Results [7.1a(1)] |
| 25 | Current | There is sketchy evidence of customer satisfaction or dissatisfaction performance results. Little or no hard data show any clear trends. |
| | Advanced | Customer satisfaction/ dissatisfaction data show solid positive trends and good to very good results compared with competitors or similar providers for most customer and market segments or groups. |
| % | 7B | Loyalty, Referral, and Customer-Perceived Value Results [7.1a(2,3)] |
| 27 | Current | Little or no hard data show clear trends in customer loyalty although some improvement in a few areas is evident. Customer perceived value for product and service performance for a few factors indicate fair performance. |
| | Advanced | Customer-perceived value data, customer loyalty, and positive referrals show solid trends and good results compared with competitors or similar providers for most customer and market segments or groups. Customer perceived value for product and service performance for many results indicate good to very good performance. |
| % | 7C | Financial Results [7.2a(1)] |
| 25 | Current | There is sketchy evidence of financial performance results (e.g., economic value, return on assets or investments, operating surplus or profit). Little or no hard data show clear trends. |
| | Advanced | Financial performance results show strong, steady improvement over time for most key measures. Levels of performance for many of these indicate good to very good performance relative to competitors or similar providers. |

| % | Row | Description |
|----|-----------------|--|
| % | 7D | Market Results [7.2a(2)] |
| 27 | Current | There is sketchy evidence of market results (e.g., market share position, business growth, and new markets). Little or no hard data show clear results. |
| | Advanced | Market results show strong, steady improvement over time for most key measures. Levels of performance for many of these indicate good to very good performance relative to competitors or similar providers. |
| % | 7E | Human Resource Results [7.3a] |
| 21 | Current | There is sketchy evidence of human resource improvement (e.g., employee well-being, satisfaction/dissatisfaction, development, attrition and accidents). Little or no hard data show any clear improvement trends. |
| | Advanced | Human resource data (e.g., employee well-being, satisfaction/dissatisfaction, development, attrition and accidents) show strong steadily improving results over time for most key measures. Levels of performance for many of these indicate good to very good performance relative to competitors or similar providers. |
| % | 7F | Supplier and Partner Results [7.4a] |
| 22 | Current | There is sketchy evidence of supplier and partner improvement (e.g., cost reductions, error rate, on time delivery). Little or no hard data show any clear improvement trends. |
| | Advanced | Supplier and partner performance data show strong, steadily improving results for most key measures. Levels of performance for many of these indicate good to very good performance relative to competitors or similar providers. The organization has demonstrated sustained, significant improvement. |

| % | Row | Description |
|----|-----------------|---|
| % | 7G | Organizational Effectiveness Results [7.5a(1)] |
| 25 | Current | There is sketchy evidence of organizational effectiveness improvement. Little or no hard data show improvement (e.g., production, delivery, support processes, legal/regulatory compliance, and citizenship). |
| | Advanced | Organizational effectiveness data show strong, steadily improving results over time for many to most key measures. Levels of performance for many of these indicate good to very good performance relative to competitors or similar providers. |
| % | 7H | Legal Compliance and Organizational Strategy [7.5a(2)] |
| 31 | Current | Organizational results data demonstrate some sustained improvement. Results in some demonstrate improved legal compliance and enhanced community service. Data also show improving results for a few aspects of organizational strategy. Performance relative to competitors or similar providers is generally not available or, if available, relative performance is poor. |
| | Advanced | Organizational results data demonstrate many sustained improvement results in many areas that demonstrate improved legal compliance and enhanced community service. Data also show strong, steadily improving results for many aspects of organizational strategy. Levels of performance for many of these indicate good to very good performance relative to competitors or similar providers. |

7 Pareto Charts

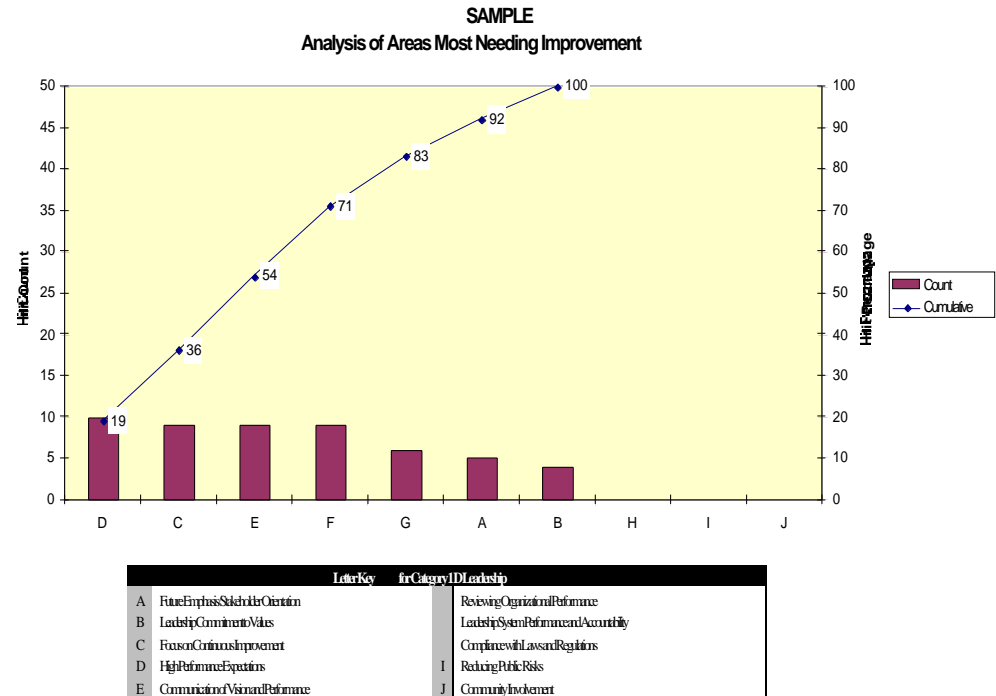
7.1 How to Interpret Pareto Charts

Employees in your organization have been asked to select one area in each of the seven categories for performance excellence which they feel is in most need of improvement. The concept of a Pareto chart is to show that the areas in need of improvement are usually a vital few, allowing leaders to concentrate their focus on specific improvement efforts.

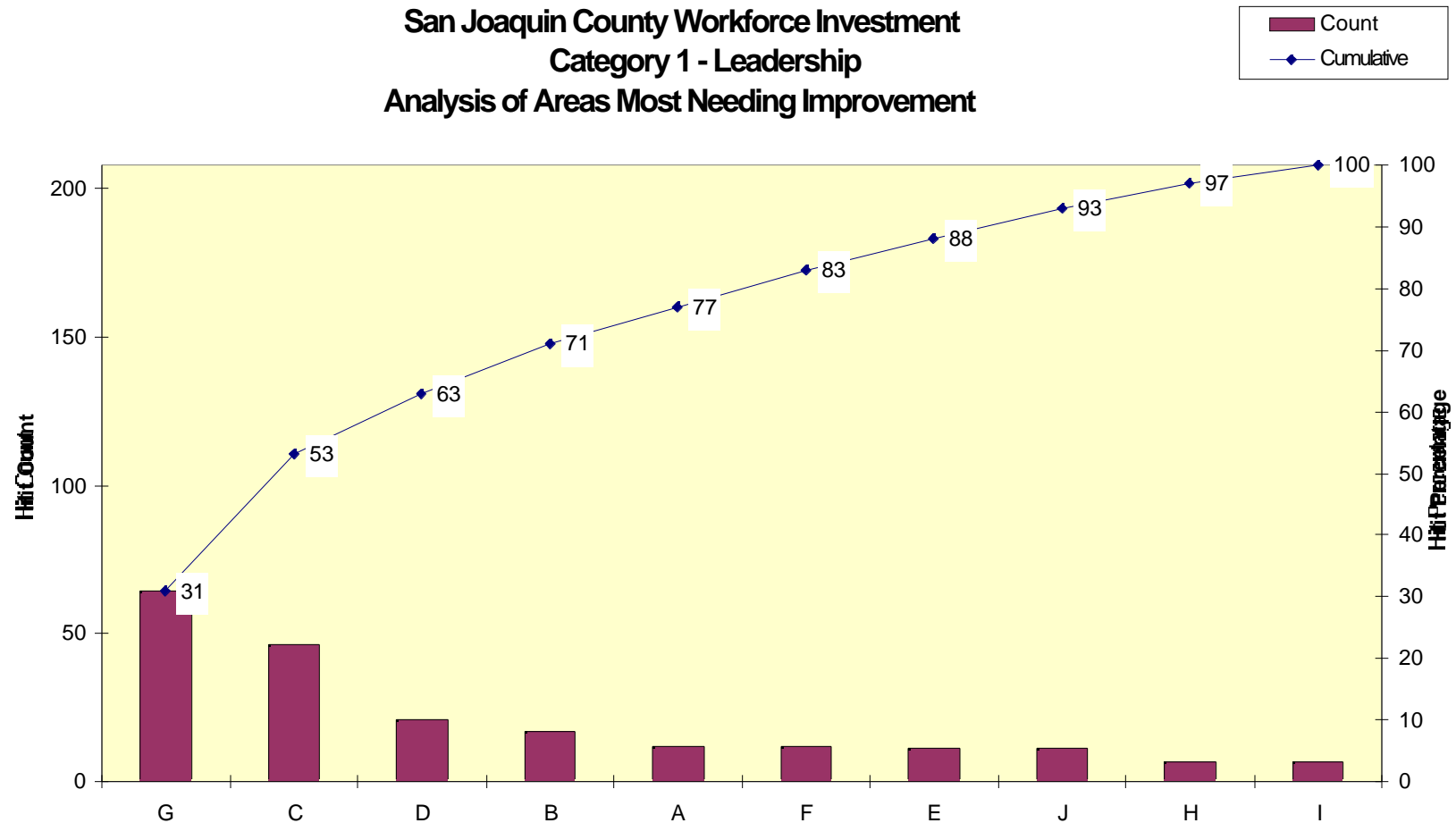
We have supplied you with a Pareto chart for each of the seven categories of the Malcolm Baldrige Criteria for Performance Excellence which reference each of the seven sections of the Organization Assessment Workbook.

Each chart will display the letters which correspond to the question rows for each of the seven categories along the x-axis. Along the y-axis both Count and Percentages are charted. The count of employee votes (Hits) for each area are represented as bars on the graph. The chart is arranged with the largest hit count on the left of the graph, indicating the area selected by employees which they overall feel is most in need of improvement. The line charted above the bars represents the cumulative percentages of each bar, from left to right.

For example, in Figure 1, the letters D, C, E and F represent an opportunity to solve 71% of key issues in 40% of the areas (4 of 10) for the identified category (Leadership). In this example, the letters H, I and J did not receive any votes; these areas were not identified by employees as areas in need of improvement.

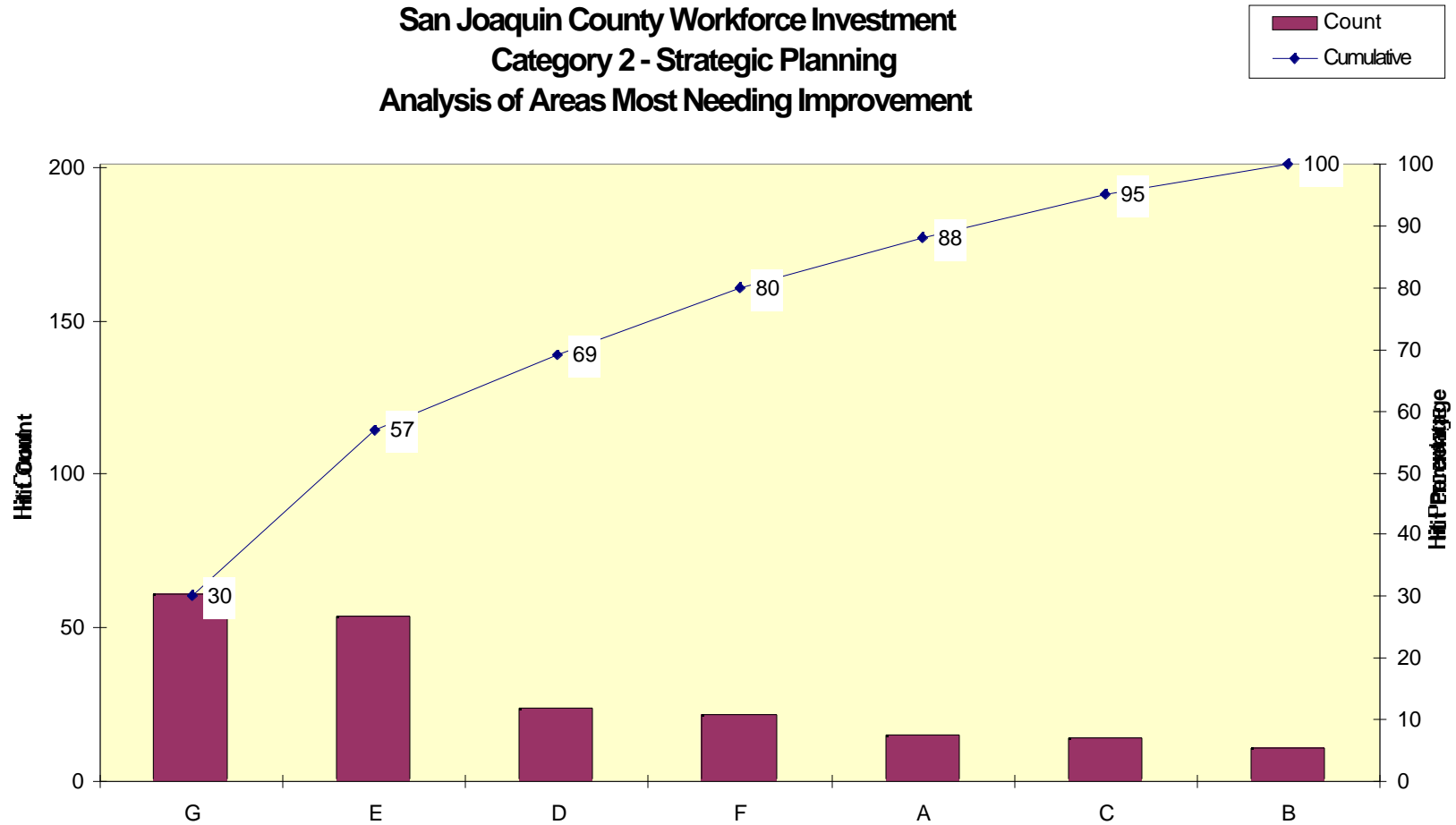


7.2 Pareto Charts by Category



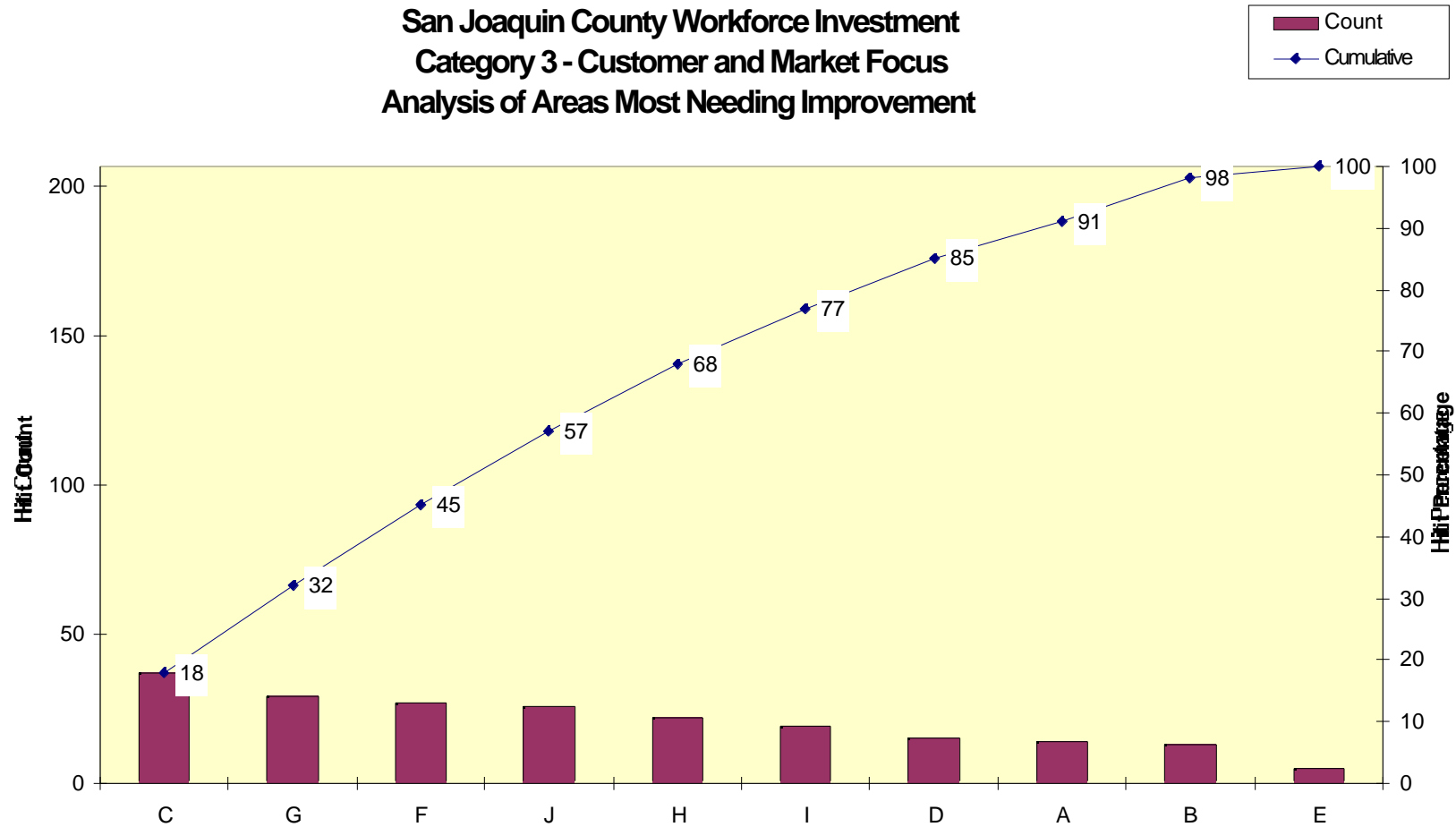
| Letter Key for Category 1—Leadership | | | |
|--------------------------------------|--|----------|---|
| A | Organizational Values and Performance Expectations | F | Translating Organizational Performance |
| B | Leadership Commitment to Values for Customers | G | Evaluating and Improving Leadership |
| C | Establishing and Reinforcing Innovation and Learning | H | Regulatory, Legal, and Ethical Compliance |
| D | Setting Directions and Seeking Future Opportunities | I | Reducing Public Risks |
| E | Reviewing Organizational Performance | J | Community Support |

San Joaquin County Workforce Investment Category 2 - Strategic Planning Analysis of Areas Most Needing Improvement



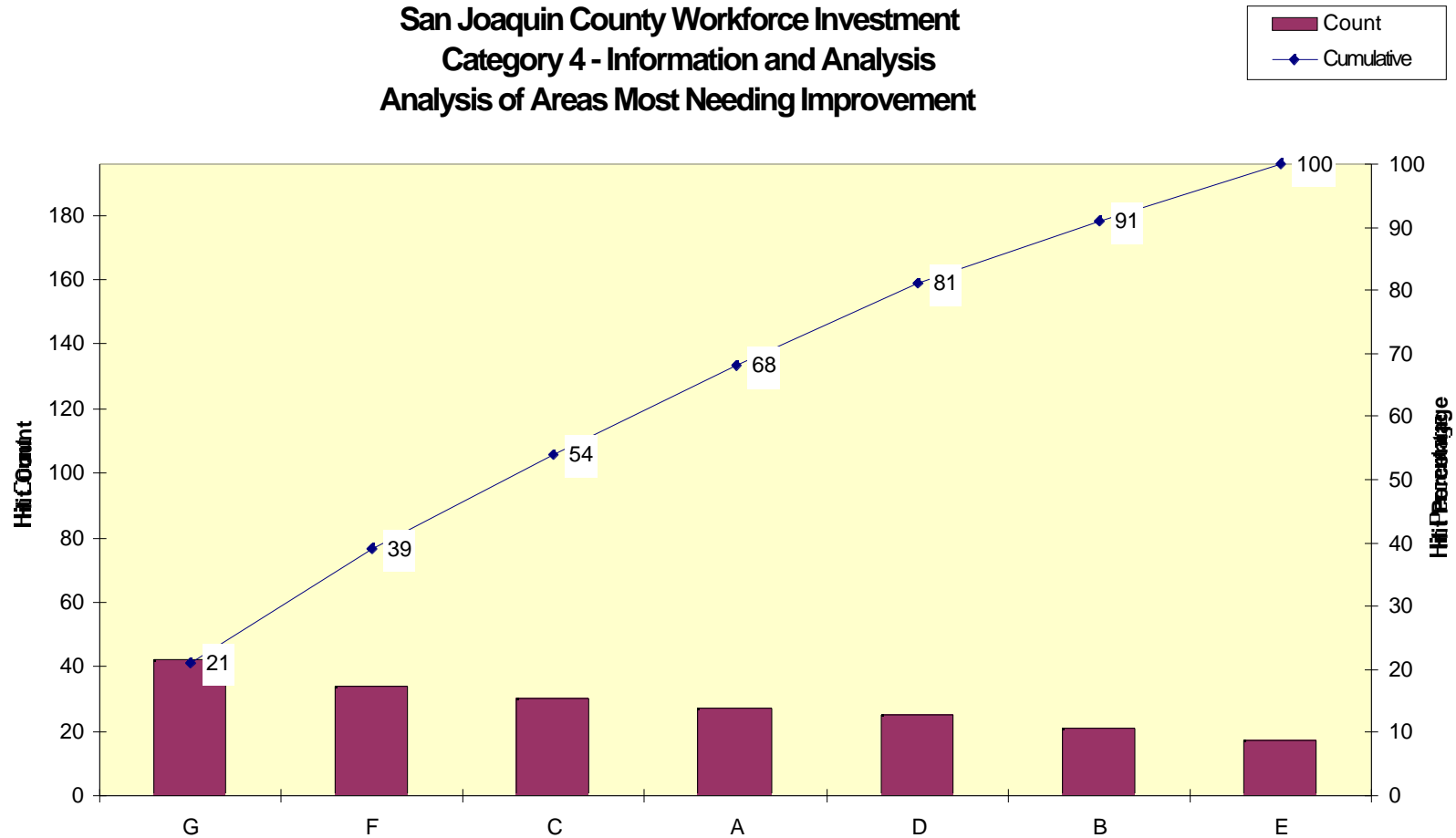
| Letter Key for Category 2—Strategic Planning | | | |
|--|---|----------|--|
| A | Strategic Planning Process | E | Human Resource Plans Tied to Strategic Plans |
| B | Comprehensive Data Driven Planning | F | Measurable Goals and Competitive Comparisons |
| C | Strategic Objectives and Timetable | G | Aligning Work to Achieve Goals |
| D | Developing Action Plans to Achieve Objectives | | |

San Joaquin County Workforce Investment Category 3 - Customer and Market Focus Analysis of Areas Most Needing Improvement



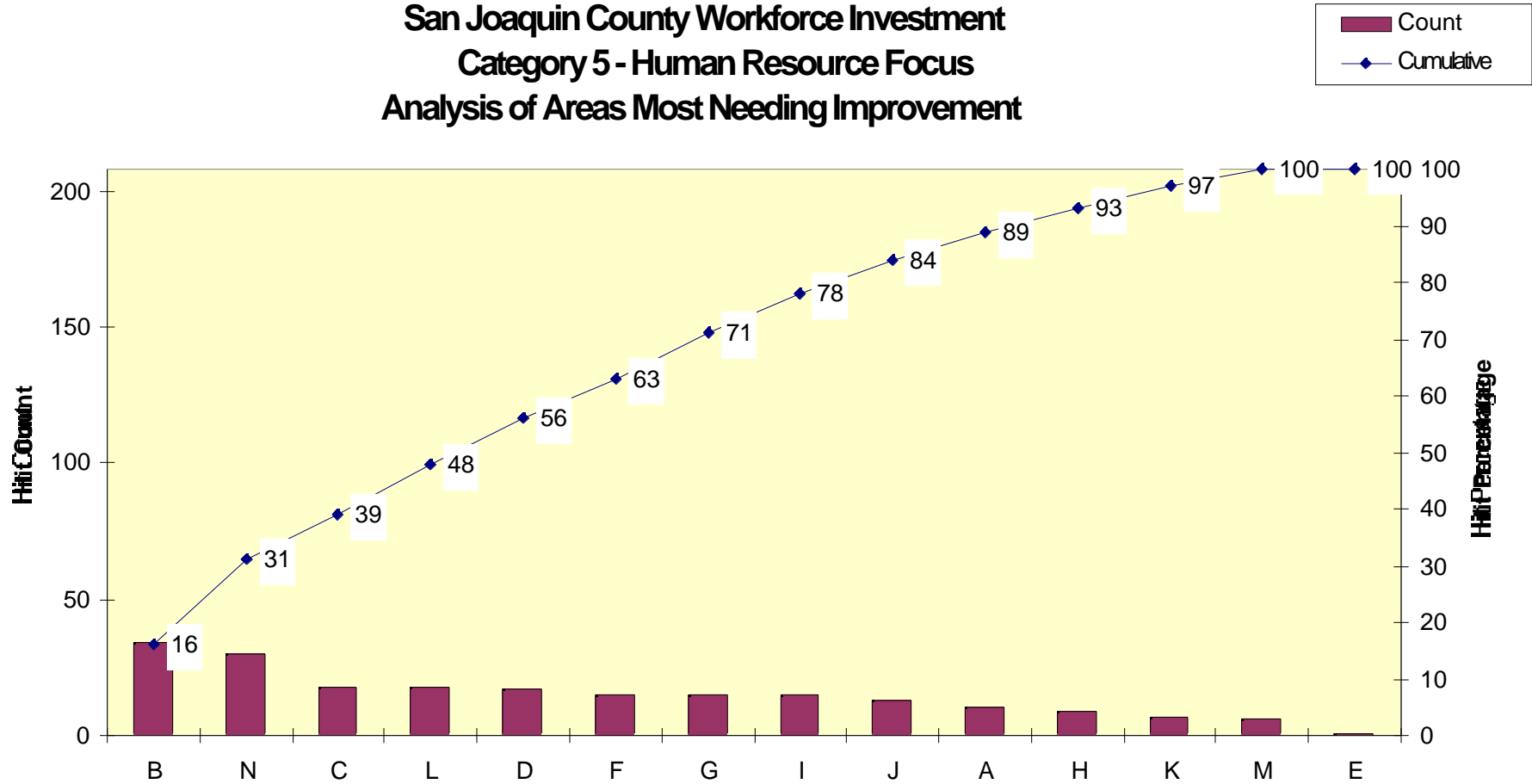
| Letter Key for Category 3—Customer and Market Focus | | | |
|---|---|----------|---|
| A | Grouping Customers and Markets | F | Resolving Customer Complaints |
| B | Determining Key Features | G | Building Loyalty and Positive Referrals |
| C | Improving Processes to Learn from Customers | H | Determining Customer Satisfaction and Dissatisfaction |
| D | Making it Easy for Customers to Comment | I | Following Up to Receive Prompt Feedback |
| E | Customer Contact Requirements | J | Collecting Satisfaction Data on Competitors |

San Joaquin County Workforce Investment Category 4 - Information and Analysis Analysis of Areas Most Needing Improvement



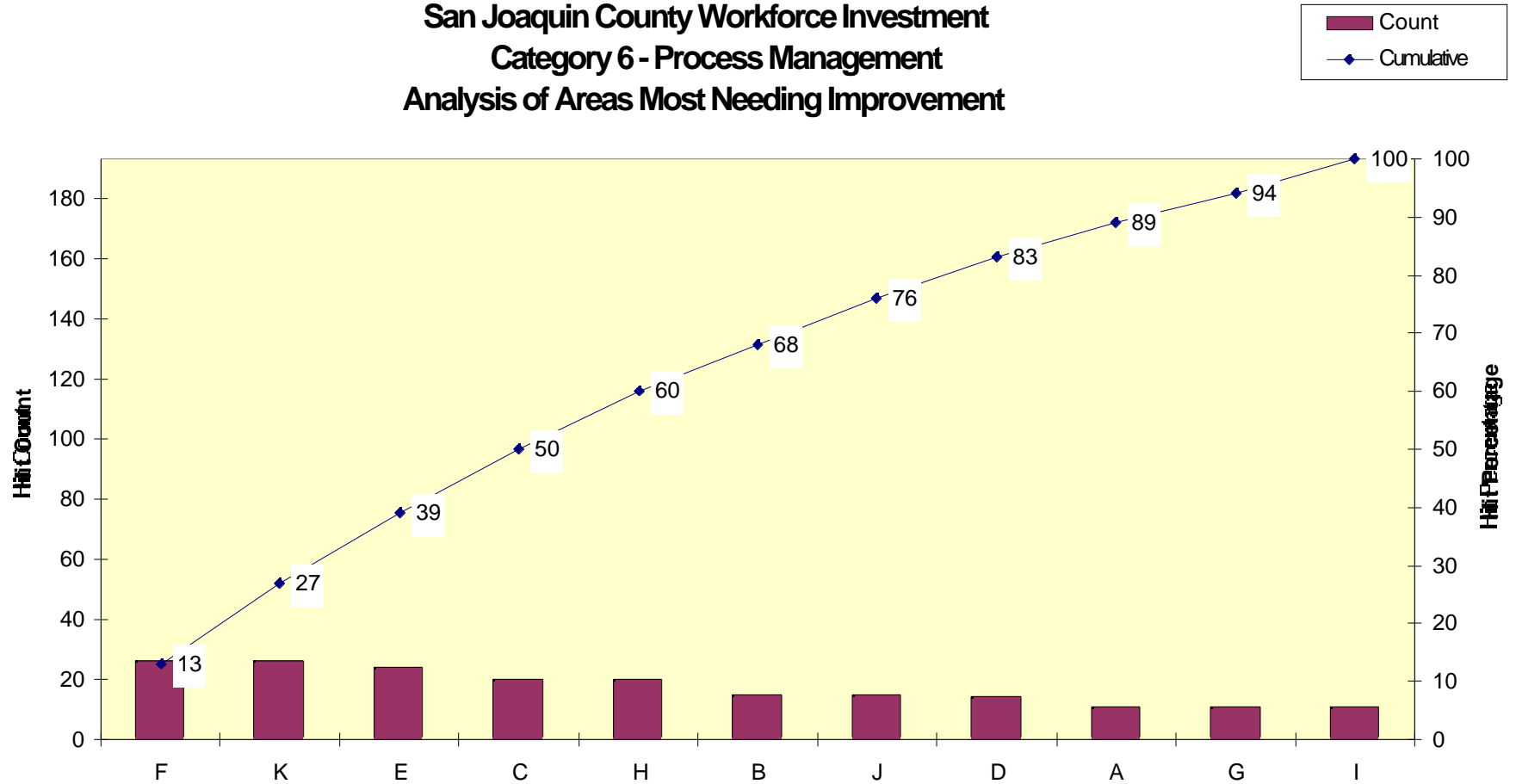
| Letter Key for Category 4—Information and Analysis | | | |
|--|---|----------|--|
| A | Selecting Product and Service Process Measures | E | Analysis to Support Performance Reviews and Planning |
| B | Selection and Use of Comparative Data and Information | F | Using Data Analyses to Support Decision Making |
| C | Ensuring Complete, Accurate, Reliable Data | G | Data and Analyses are Aligned to Support Operations |
| D | Using Measures to Track Organizational Performance | | |

San Joaquin County Workforce Investment Category 5 - Human Resource Focus Analysis of Areas Most Needing Improvement



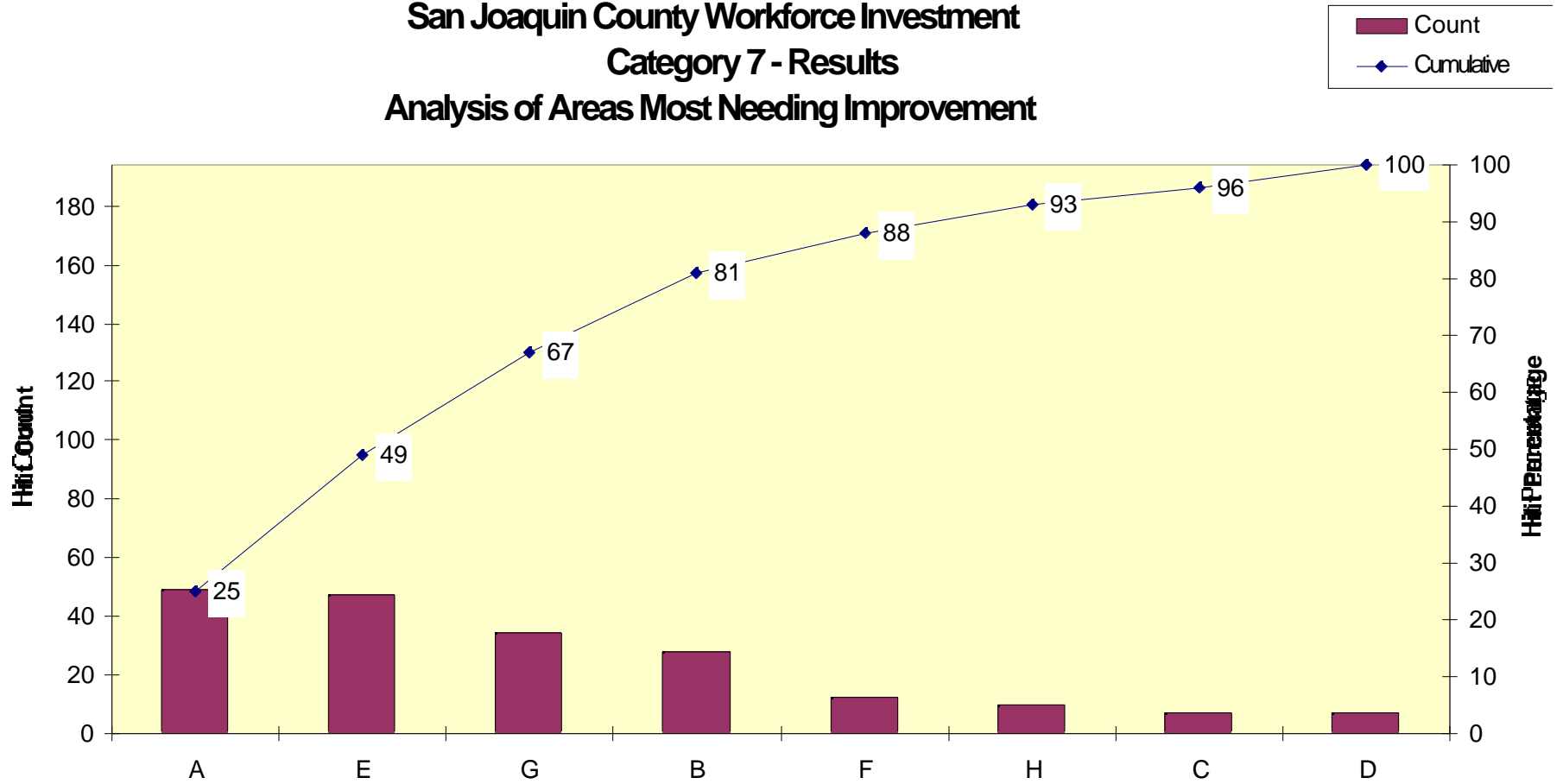
| Letter Key for Category 5—Human Resource Focus | | | |
|--|--|----------|--|
| A | Optimizing Employee Participation | H | Design and Deliver Training |
| B | Encouraging Employees to Develop Potential | I | Performance Excellence Training Education |
| C | Management, Compensation and Recognition | J | Safe and Healthful Work Environment |
| D | Effective Communication and Skill Sharing | K | Supporting High Performance |
| E | Identifying Needed Skills and Recruiting to Them | L | Work Climate |
| F | Providing Training to Support Needs and Action | M | Meeting the Needs of a Diverse Work Force |
| G | Designing Training to Keep Current | N | Assessing/Enhancing Employee Satisfaction/Well-Being |

San Joaquin County Workforce Investment Category 6 - Process Management Analysis of Areas Most Needing Improvement



| Letter Key for Category 6—Process Management | | | |
|--|--|----------|--|
| A | Product/Service Design Process | G | Product/Service Design for Support Processes |
| B | Effective and Efficient Design Processes | H | Support Process Reliability, Consistency, Improvement |
| C | Evaluating, Improving Product/Service Design Process | I | Defining Requirements/Selecting Suppliers and Partners |
| D | Process Consistency | J | Ensuring Supplier and Partner Requirements Met |
| E | Process Improvement Systems | K | Evaluating and Improving Management of Supplier |
| F | Defining Customer Requirements | | |

San Joaquin County Workforce Investment Category 7 - Results Analysis of Areas Most Needing Improvement



| Letter Key for Category 7—Results | | | |
|-----------------------------------|---|----------|--|
| A | Customer Satisfaction/Dissatisfaction Results | E | Human Resource Results |
| B | Loyalty, Referral, and Value Results | F | Supplier and Partner Results |
| C | Financial Results | G | Organizational Effectiveness Results |
| D | Market Results | H | Legal Compliance and Organizational Strategy |

8 Priority Improvement Count and Percentages

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB TYPE

1. Leadership

| | Count | | | | | | | | | | | Total | Percentage | | | | | | | | | | |
|------------------------------------|-------|----|----|----|----|----|----|---|---|----|-----|-------|------------|----|----|----|----|----|---|---|---|--|--|
| | A | B | C | D | E | F | G | H | I | J | A | | B | C | D | E | F | G | H | I | J | | |
| Support Staff | 0 | 3 | 6 | 3 | 1 | 3 | 11 | 0 | 0 | 2 | 29 | 0 | 10 | 21 | 10 | 3 | 10 | 38 | 0 | 0 | 7 | | |
| Senior Administrators and Managers | 0 | 2 | 1 | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 7 | 0 | 29 | 14 | 14 | 14 | 0 | 29 | 0 | 0 | 0 | | |
| Policy Maker | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Customer Service Staff | 9 | 10 | 28 | 8 | 4 | 4 | 31 | 5 | 4 | 9 | 112 | 8 | 9 | 25 | 7 | 4 | 4 | 28 | 4 | 4 | 8 | | |
| Clerical Support | 1 | 2 | 3 | 2 | 2 | 4 | 14 | 2 | 2 | 0 | 32 | 3 | 6 | 9 | 6 | 6 | 13 | 44 | 6 | 6 | 0 | | |
| Business Representatives | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 3 | 33 | 0 | 0 | 0 | 0 | 0 | 67 | 0 | 0 | 0 | | |
| Administrators and Managers | 1 | 0 | 8 | 7 | 3 | 1 | 4 | 0 | 1 | 0 | 25 | 4 | 0 | 32 | 28 | 12 | 4 | 16 | 0 | 4 | 0 | | |
| All | 12 | 17 | 46 | 21 | 11 | 12 | 64 | 7 | 7 | 11 | 208 | 6 | 8 | 22 | 10 | 5 | 6 | 31 | 3 | 3 | 5 | | |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB TYPE

2. Strategic Planning

| | Count | | | | | | | Total | Percentage | | | | | | |
|------------------------------------|-------|----|----|----|----|----|----|-------|------------|----|----|----|-----|----|----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| Support Staff | 4 | 0 | 2 | 3 | 8 | 1 | 8 | 26 | 15 | 0 | 8 | 12 | 31 | 4 | 31 |
| Senior Administrators and Managers | 2 | 0 | 0 | 1 | 3 | 0 | 2 | 8 | 25 | 0 | 0 | 13 | 38 | 0 | 25 |
| Policy Maker | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 100 | 0 | 0 |
| Customer Service Staff | 5 | 6 | 6 | 14 | 31 | 13 | 33 | 108 | 5 | 6 | 6 | 13 | 29 | 12 | 31 |
| Clerical Support | 1 | 3 | 3 | 5 | 5 | 3 | 9 | 29 | 3 | 10 | 10 | 17 | 17 | 10 | 31 |
| Business Representatives | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 4 | 0 | 0 | 0 | 0 | 0 | 25 | 75 |
| Administrators and Managers | 3 | 2 | 3 | 1 | 6 | 4 | 6 | 25 | 12 | 8 | 12 | 4 | 24 | 16 | 24 |
| All | 15 | 11 | 14 | 24 | 54 | 22 | 61 | 201 | 7 | 5 | 7 | 12 | 27 | 11 | 30 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB TYPE

3. Customer and Market Focus

| | Count | | | | | | | | | | Total | Percentage | | | | | | | | | |
|------------------------------------|-------|----|----|----|---|----|----|----|----|----|-------|------------|----|----|----|----|----|-----|----|----|----|
| | A | B | C | D | E | F | G | H | I | J | | A | B | C | D | E | F | G | H | I | J |
| Support Staff | 1 | 5 | 10 | 1 | 1 | 2 | 1 | 3 | 0 | 2 | 26 | 4 | 19 | 38 | 4 | 4 | 8 | 4 | 12 | 0 | 8 |
| Senior Administrators and Managers | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 8 | 25 | 13 | 25 | 0 | 0 | 0 | 13 | 25 | 0 | |
| Policy Maker | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | |
| Customer Service Staff | 6 | 3 | 18 | 9 | 1 | 15 | 21 | 12 | 10 | 18 | 113 | 5 | 3 | 16 | 8 | 1 | 13 | 19 | 11 | 9 | 16 |
| Clerical Support | 1 | 2 | 4 | 4 | 2 | 4 | 4 | 3 | 2 | 4 | 30 | 3 | 7 | 13 | 13 | 7 | 13 | 13 | 10 | 7 | 13 |
| Business Representatives | 0 | 1 | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 4 | 0 | 25 | 0 | 0 | 25 | 25 | 25 | 0 | 0 | 0 |
| Administrators and Managers | 4 | 1 | 3 | 1 | 0 | 5 | 2 | 2 | 5 | 2 | 25 | 16 | 4 | 12 | 4 | 0 | 20 | 8 | 8 | 20 | 8 |
| All | 14 | 13 | 37 | 15 | 5 | 27 | 29 | 22 | 19 | 26 | 207 | 7 | 6 | 18 | 7 | 2 | 13 | 14 | 11 | 9 | 13 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB TYPE

4. Information and Analysis

| | Count | | | | | | | Total | Percentage | | | | | | |
|------------------------------------|-------|----|----|----|----|----|----|-------|------------|----|----|----|----|-----|----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| Support Staff | 1 | 2 | 3 | 6 | 3 | 7 | 4 | 26 | 4 | 8 | 12 | 23 | 12 | 27 | 15 |
| Senior Administrators and Managers | 1 | 0 | 1 | 1 | 1 | 1 | 2 | 7 | 14 | 0 | 14 | 14 | 14 | 14 | 29 |
| Policy Maker | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 100 | 0 |
| Customer Service Staff | 17 | 13 | 22 | 9 | 7 | 16 | 22 | 106 | 16 | 12 | 21 | 8 | 7 | 15 | 21 |
| Clerical Support | 4 | 4 | 2 | 4 | 1 | 5 | 7 | 27 | 15 | 15 | 7 | 15 | 4 | 19 | 26 |
| Business Representatives | 1 | 0 | 0 | 0 | 2 | 0 | 1 | 4 | 25 | 0 | 0 | 0 | 50 | 0 | 25 |
| Administrators and Managers | 3 | 2 | 2 | 5 | 3 | 4 | 6 | 25 | 12 | 8 | 8 | 20 | 12 | 16 | 24 |
| All | 27 | 21 | 30 | 25 | 17 | 34 | 42 | 196 | 14 | 11 | 15 | 13 | 9 | 17 | 21 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB TYPE

5. Human Resource Focus

| | Count | | | | | | | | | | | | | | | Percentage | | | | | | | | | | | | | | |
|------------------------------------|-------|----|----|----|---|----|----|---|----|----|---|----|---|----|-------|------------|----|----|----|---|----|----|----|-----|----|---|----|---|---|--|
| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | Total | A | B | C | D | E | F | G | H | I | J | K | L | M | N | |
| Support Staff | 1 | 7 | 1 | 3 | 0 | 4 | 1 | 0 | 2 | 2 | 1 | 2 | 0 | 4 | 28 | 4 | 25 | 4 | 11 | 0 | 14 | 4 | 0 | 7 | 7 | 4 | 7 | 0 | 1 | |
| Senior Administrators and Managers | 0 | 0 | 2 | 0 | 0 | 3 | 2 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 8 | 0 | 0 | 25 | 0 | 0 | 38 | 25 | 0 | 0 | 0 | 0 | 13 | 0 | 0 | |
| Policy Maker | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | |
| Customer Service Staff | 7 | 18 | 10 | 10 | 0 | 7 | 6 | 5 | 6 | 6 | 5 | 11 | 5 | 16 | 112 | 6 | 16 | 9 | 9 | 0 | 6 | 5 | 4 | 5 | 5 | 4 | 10 | 4 | 1 | |
| Clerical Support | 1 | 4 | 3 | 2 | 0 | 1 | 1 | 4 | 3 | 3 | 0 | 2 | 1 | 6 | 31 | 3 | 13 | 10 | 6 | 0 | 3 | 3 | 13 | 10 | 10 | 0 | 6 | 3 | 1 | |
| Business Representatives | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 4 | 0 | 25 | 0 | 0 | 0 | 0 | 25 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | |
| Administrators and Managers | 1 | 4 | 2 | 2 | 1 | 0 | 4 | 0 | 3 | 2 | 1 | 2 | 0 | 2 | 24 | 4 | 17 | 8 | 8 | 4 | 0 | 17 | 0 | 13 | 8 | 4 | 8 | 0 | 8 | |
| All | 10 | 34 | 18 | 17 | 1 | 15 | 15 | 9 | 15 | 13 | 7 | 18 | 6 | 30 | 208 | 5 | 16 | 9 | 8 | 0 | 7 | 7 | 4 | 7 | 6 | 3 | 9 | 3 | 1 | |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB TYPE

6. Process Management

| | Count | | | | | | | | | | | | Percentage | | | | | | | | | | |
|------------------------------------|-------|----|----|----|----|----|----|----|----|----|----|-------|------------|----|----|-----|----|----|----|----|---|----|----|
| | A | B | C | D | E | F | G | H | I | J | K | Total | A | B | C | D | E | F | G | H | I | J | K |
| Support Staff | 2 | 2 | 4 | 2 | 3 | 0 | 3 | 4 | 1 | 0 | 6 | 27 | 7 | 7 | 15 | 7 | 11 | 0 | 11 | 15 | 4 | 0 | 22 |
| Senior Administrators and Managers | 1 | 1 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 7 | 14 | 14 | 43 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 29 |
| Policy Maker | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer Service Staff | 3 | 8 | 9 | 6 | 11 | 20 | 3 | 12 | 7 | 12 | 12 | 103 | 3 | 8 | 9 | 6 | 11 | 19 | 3 | 12 | 7 | 12 | 12 |
| Clerical Support | 1 | 1 | 2 | 5 | 5 | 4 | 1 | 2 | 2 | 1 | 3 | 27 | 4 | 4 | 7 | 19 | 19 | 15 | 4 | 7 | 7 | 4 | 11 |
| Business Representatives | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 0 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 33 | 0 | 33 | 33 | 0 | 0 | 0 |
| Administrators and Managers | 4 | 3 | 2 | 0 | 4 | 2 | 3 | 1 | 1 | 2 | 3 | 25 | 16 | 12 | 8 | 0 | 16 | 8 | 12 | 4 | 4 | 8 | 12 |
| All | 11 | 15 | 20 | 14 | 24 | 26 | 11 | 20 | 11 | 15 | 26 | 193 | 6 | 8 | 10 | 7 | 12 | 13 | 6 | 10 | 6 | 8 | 13 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB TYPE

7. Business Results

| | Count | | | | | | | | Total | Percentage | | | | | | | |
|------------------------------------|-------|----|---|---|----|----|----|----|-------|------------|----|---|---|----|----|----|----|
| | A | B | C | D | E | F | G | H | | A | B | C | D | E | F | G | H |
| Support Staff | 7 | 2 | 0 | 1 | 12 | 1 | 4 | 0 | 27 | 26 | 7 | 0 | 4 | 44 | 4 | 15 | 0 |
| Senior Administrators and Managers | 1 | 2 | 0 | 0 | 1 | 2 | 0 | 0 | 6 | 17 | 33 | 0 | 0 | 17 | 33 | 0 | 0 |
| Policy Maker | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Customer Service Staff | 26 | 17 | 6 | 3 | 22 | 5 | 18 | 6 | 103 | 25 | 17 | 6 | 3 | 21 | 5 | 17 | 6 |
| Clerical Support | 7 | 4 | 1 | 2 | 6 | 1 | 6 | 3 | 30 | 23 | 13 | 3 | 7 | 20 | 3 | 20 | 10 |
| Business Representatives | 1 | 0 | 0 | 0 | 1 | 0 | 2 | 0 | 4 | 25 | 0 | 0 | 0 | 25 | 0 | 50 | 0 |
| Administrators and Managers | 6 | 3 | 0 | 1 | 5 | 3 | 4 | 1 | 23 | 26 | 13 | 0 | 4 | 22 | 13 | 17 | 4 |
| All | 49 | 28 | 7 | 7 | 47 | 12 | 34 | 10 | 194 | 25 | 14 | 4 | 4 | 24 | 6 | 18 | 5 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB SITE

1. Leadership

| | Count | | | | | | | | | | | Total | Percentage | | | | | | | | | | |
|----------|-------|----|----|----|----|----|----|---|---|----|-----|-------|------------|----|----|---|---|----|---|---|----|--|--|
| | A | B | C | D | E | F | G | H | I | J | A | | B | C | D | E | F | G | H | I | J | | |
| Stockton | 11 | 16 | 37 | 18 | 11 | 11 | 59 | 7 | 7 | 9 | 186 | 6 | 9 | 20 | 10 | 6 | 6 | 32 | 4 | 4 | 5 | | |
| Other | 0 | 0 | 2 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 4 | 0 | 0 | 50 | 0 | 0 | 0 | 50 | 0 | 0 | 0 | | |
| Manteca | 1 | 1 | 4 | 2 | 0 | 1 | 3 | 0 | 0 | 1 | 13 | 8 | 8 | 31 | 15 | 0 | 8 | 23 | 0 | 0 | 8 | | |
| Lodi | 0 | 0 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 5 | 0 | 0 | 60 | 20 | 0 | 0 | 0 | 0 | 0 | 20 | | |
| All | 12 | 17 | 46 | 21 | 11 | 12 | 64 | 7 | 7 | 11 | 208 | 6 | 8 | 22 | 10 | 5 | 6 | 31 | 3 | 3 | 5 | | |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB SITE

2. Strategic Planning

| | Count | | | | | | | Total | Percentage | | | | | | |
|----------|-------|----|----|----|----|----|----|-------|------------|----|---|----|----|----|----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| Stockton | 14 | 9 | 13 | 24 | 44 | 19 | 54 | 177 | 8 | 5 | 7 | 14 | 25 | 11 | 31 |
| Other | 1 | 0 | 0 | 0 | 3 | 0 | 2 | 6 | 17 | 0 | 0 | 0 | 50 | 0 | 33 |
| Manteca | 0 | 1 | 1 | 0 | 5 | 2 | 4 | 13 | 0 | 8 | 8 | 0 | 38 | 15 | 31 |
| Lodi | 0 | 1 | 0 | 0 | 2 | 1 | 1 | 5 | 0 | 20 | 0 | 0 | 40 | 20 | 20 |
| All | 15 | 11 | 14 | 24 | 54 | 22 | 61 | 201 | 7 | 5 | 7 | 12 | 27 | 11 | 30 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB SITE

3. Customer and Market Focus

| | Count | | | | | | | | | | Total | Percentage | | | | | | | | | |
|----------|-------|----|----|----|---|----|----|----|----|----|-------|------------|---|----|----|---|----|----|----|----|----|
| | A | B | C | D | E | F | G | H | I | J | | A | B | C | D | E | F | G | H | I | J |
| Stockton | 14 | 13 | 33 | 14 | 5 | 20 | 24 | 19 | 19 | 23 | 184 | 8 | 7 | 18 | 8 | 3 | 11 | 13 | 10 | 10 | 13 |
| Other | 0 | 0 | 1 | 0 | 0 | 2 | 1 | 2 | 0 | 0 | 6 | 0 | 0 | 17 | 0 | 0 | 33 | 17 | 33 | 0 | 0 |
| Manteca | 0 | 0 | 2 | 0 | 0 | 5 | 3 | 1 | 0 | 1 | 12 | 0 | 0 | 17 | 0 | 0 | 42 | 25 | 8 | 0 | 8 |
| Lodi | 0 | 0 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 2 | 5 | 0 | 0 | 20 | 20 | 0 | 0 | 20 | 0 | 0 | 40 |
| All | 14 | 13 | 37 | 15 | 5 | 27 | 29 | 22 | 19 | 26 | 207 | 7 | 6 | 18 | 7 | 2 | 13 | 14 | 11 | 9 | 13 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB SITE

4. Information and Analysis

| | Count | | | | | | | Total | Percentage | | | | | | |
|----------|-------|----|----|----|----|----|----|-------|------------|----|----|----|----|----|----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| Stockton | 24 | 19 | 27 | 23 | 16 | 32 | 34 | 175 | 14 | 11 | 15 | 13 | 9 | 18 | 19 |
| Other | 0 | 0 | 0 | 0 | 1 | 2 | 2 | 5 | 0 | 0 | 0 | 0 | 20 | 40 | 40 |
| Manteca | 0 | 1 | 3 | 2 | 0 | 0 | 5 | 11 | 0 | 9 | 27 | 18 | 0 | 0 | 45 |
| Lodi | 3 | 1 | 0 | 0 | 0 | 0 | 1 | 5 | 60 | 20 | 0 | 0 | 0 | 0 | 20 |
| All | 27 | 21 | 30 | 25 | 17 | 34 | 42 | 196 | 14 | 11 | 15 | 13 | 9 | 17 | 21 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB SITE

5. Human Resource Focus

| | Count | | | | | | | | | | | | | | Total | Percentage | | | | | | | | | | | | | |
|----------|-------|----|----|----|---|----|----|---|----|----|---|----|---|----|-------|------------|----|----|---|---|----|----|---|----|---|----|----|----|----|
| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | | A | B | C | D | E | F | G | H | I | J | K | L | M | N |
| Stockton | 10 | 30 | 18 | 16 | 1 | 12 | 13 | 9 | 13 | 12 | 4 | 15 | 5 | 27 | 185 | 5 | 16 | 10 | 9 | 1 | 6 | 7 | 5 | 7 | 6 | 2 | 8 | 3 | 15 |
| Other | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 1 | 1 | 1 | 0 | 6 | 0 | 17 | 0 | 0 | 0 | 17 | 0 | 0 | 17 | 0 | 17 | 17 | 17 | 0 |
| Manteca | 0 | 1 | 0 | 1 | 0 | 1 | 2 | 0 | 1 | 1 | 1 | 2 | 0 | 2 | 12 | 0 | 8 | 0 | 8 | 0 | 8 | 17 | 0 | 8 | 8 | 8 | 17 | 0 | 17 |
| Lodi | 0 | 2 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 5 | 0 | 40 | 0 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 20 | 0 | 0 | 20 |
| All | 10 | 34 | 18 | 17 | 1 | 15 | 15 | 9 | 15 | 13 | 7 | 18 | 6 | 30 | 208 | 5 | 16 | 9 | 8 | 0 | 7 | 7 | 4 | 7 | 6 | 3 | 9 | 3 | 14 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB SITE

6. Process Management

| | Count | | | | | | | | | | | | Total | Percentage | | | | | | | | | | | |
|----------|-------|----|----|----|----|----|----|----|----|----|----|-----|-------|------------|----|----|----|----|---|----|---|----|----|--|--|
| | A | B | C | D | E | F | G | H | I | J | K | A | | B | C | D | E | F | G | H | I | J | K | | |
| Stockton | 11 | 15 | 16 | 13 | 21 | 24 | 10 | 18 | 10 | 9 | 24 | 171 | 6 | 9 | 9 | 8 | 12 | 14 | 6 | 11 | 6 | 5 | 14 | | |
| Other | 0 | 0 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 4 | 0 | 0 | 25 | 25 | 25 | 0 | 0 | 0 | 0 | 25 | 0 | | |
| Manteca | 0 | 0 | 2 | 0 | 2 | 2 | 1 | 1 | 1 | 3 | 1 | 13 | 0 | 0 | 15 | 0 | 15 | 15 | 8 | 8 | 8 | 23 | 8 | | |
| Lodi | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 1 | 5 | 0 | 0 | 20 | 0 | 0 | 0 | 0 | 20 | 0 | 40 | 20 | | |
| All | 11 | 15 | 20 | 14 | 24 | 26 | 11 | 20 | 11 | 15 | 26 | 193 | 6 | 8 | 10 | 7 | 12 | 13 | 6 | 10 | 6 | 8 | 13 | | |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB SITE

7. Business Results

| | Count | | | | | | | | | Total | Percentage | | | | | | | |
|----------|-------|----|---|---|----|----|----|----|---|-------|------------|----|----|---|----|----|----|---|
| | A | B | C | D | E | F | G | H | A | | B | C | D | E | F | G | H | |
| Stockton | 46 | 23 | 5 | 7 | 45 | 9 | 28 | 10 | | 173 | 27 | 13 | 3 | 4 | 26 | 5 | 16 | 6 |
| Other | 1 | 2 | 0 | 0 | 0 | 1 | 1 | 0 | | 5 | 20 | 40 | 0 | 0 | 0 | 20 | 20 | 0 |
| Manteca | 2 | 3 | 2 | 0 | 1 | 1 | 3 | 0 | | 12 | 17 | 25 | 17 | 0 | 8 | 8 | 25 | 0 |
| Lodi | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 0 | | 4 | 0 | 0 | 0 | 0 | 25 | 25 | 50 | 0 |
| All | 49 | 28 | 7 | 7 | 47 | 12 | 34 | 10 | | 194 | 25 | 14 | 4 | 4 | 24 | 6 | 18 | 5 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB FUNCTION

1. Leadership

| | Count | | | | | | | | | | Total | Percentage | | | | | | | | | |
|-----------------------------|-------|----|----|----|----|----|----|---|---|----|-------|------------|----|-----|----|----|----|----|---|---|----|
| | A | B | C | D | E | F | G | H | I | J | | A | B | C | D | E | F | G | H | I | J |
| Policy Development | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Planning or Contract Mgmt. | 0 | 0 | 5 | 3 | 0 | 1 | 3 | 0 | 1 | 0 | 13 | 0 | 0 | 38 | 23 | 0 | 8 | 23 | 0 | 8 | 0 |
| Other | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 1 | 4 | 25 | 0 | 0 | 0 | 0 | 0 | 50 | 0 | 0 | 25 |
| Information Technology | 1 | 2 | 0 | 1 | 1 | 0 | 6 | 0 | 1 | 1 | 13 | 8 | 15 | 0 | 8 | 8 | 0 | 46 | 0 | 8 | 8 |
| Finance | 0 | 2 | 3 | 2 | 1 | 2 | 3 | 0 | 0 | 1 | 14 | 0 | 14 | 21 | 14 | 7 | 14 | 21 | 0 | 0 | 7 |
| Customer Service | 9 | 10 | 31 | 9 | 5 | 4 | 41 | 7 | 5 | 8 | 129 | 7 | 8 | 24 | 7 | 4 | 3 | 32 | 5 | 4 | 6 |
| Business Service/ Marketing | 1 | 1 | 3 | 1 | 1 | 1 | 3 | 0 | 0 | 0 | 11 | 9 | 9 | 27 | 9 | 9 | 9 | 27 | 0 | 0 | 0 |
| Administration | 0 | 2 | 3 | 5 | 3 | 4 | 6 | 0 | 0 | 0 | 23 | 0 | 9 | 13 | 22 | 13 | 17 | 26 | 0 | 0 | 0 |
| All | 12 | 17 | 46 | 21 | 11 | 12 | 64 | 7 | 7 | 11 | 208 | 6 | 8 | 22 | 10 | 5 | 6 | 31 | 3 | 3 | 5 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB FUNCTION

2. Strategic Planning

| | Count | | | | | | | Total | Percentage | | | | | | |
|-----------------------------|-------|----|----|----|----|----|----|-------|------------|---|----|----|-----|----|----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| Policy Development | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 50 | 50 | 0 |
| Planning or Contract Mgmt. | 1 | 0 | 0 | 0 | 5 | 1 | 4 | 11 | 9 | 0 | 0 | 0 | 45 | 9 | 36 |
| Other | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 100 | 0 | 0 |
| Information Technology | 0 | 0 | 2 | 1 | 5 | 0 | 4 | 12 | 0 | 0 | 17 | 8 | 42 | 0 | 33 |
| Finance | 3 | 1 | 2 | 1 | 2 | 0 | 5 | 14 | 21 | 7 | 14 | 7 | 14 | 0 | 36 |
| Customer Service | 8 | 8 | 8 | 18 | 29 | 14 | 40 | 125 | 6 | 6 | 6 | 14 | 23 | 11 | 32 |
| Business Service/ Marketing | 0 | 1 | 0 | 2 | 4 | 1 | 4 | 12 | 0 | 8 | 0 | 17 | 33 | 8 | 33 |
| Administration | 3 | 1 | 2 | 2 | 6 | 5 | 4 | 23 | 13 | 4 | 9 | 9 | 26 | 22 | 17 |
| All | 15 | 11 | 14 | 24 | 54 | 22 | 61 | 201 | 7 | 5 | 7 | 12 | 27 | 11 | 30 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB FUNCTION

3. Customer and Market Focus

| | Count | | | | | | | | | | Total | Percentage | | | | | | | | | |
|-----------------------------|-------|----|----|----|---|----|----|----|----|----|-------|------------|----|----|----|---|----|----|----|----|----|
| | A | B | C | D | E | F | G | H | I | J | | A | B | C | D | E | F | G | H | I | J |
| Policy Development | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 0 | 0 | 50 | 0 | 0 | 0 | 0 | 50 | 0 | 0 |
| Planning or Contract Mgmt. | 2 | 0 | 2 | 0 | 0 | 2 | 1 | 4 | 0 | 0 | 11 | 18 | 0 | 18 | 0 | 0 | 18 | 9 | 36 | 0 | 0 |
| Other | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 4 | 0 | 0 | 25 | 0 | 0 | 0 | 25 | 0 | 0 | 50 |
| Information Technology | 0 | 2 | 3 | 2 | 0 | 1 | 0 | 1 | 1 | 2 | 12 | 0 | 17 | 25 | 17 | 0 | 8 | 0 | 8 | 8 | 17 |
| Finance | 1 | 3 | 3 | 1 | 1 | 1 | 2 | 1 | 0 | 1 | 14 | 7 | 21 | 21 | 7 | 7 | 7 | 14 | 7 | 0 | 7 |
| Customer Service | 7 | 6 | 21 | 12 | 3 | 16 | 20 | 11 | 15 | 19 | 130 | 5 | 5 | 16 | 9 | 2 | 12 | 15 | 8 | 12 | 15 |
| Business Service/ Marketing | 0 | 1 | 1 | 0 | 1 | 2 | 3 | 2 | 1 | 0 | 11 | 0 | 9 | 9 | 0 | 9 | 18 | 27 | 18 | 9 | 0 |
| Administration | 4 | 1 | 5 | 0 | 0 | 5 | 2 | 2 | 2 | 2 | 23 | 17 | 4 | 22 | 0 | 0 | 22 | 9 | 9 | 9 | 9 |
| All | 14 | 13 | 37 | 15 | 5 | 27 | 29 | 22 | 19 | 26 | 207 | 7 | 6 | 18 | 7 | 2 | 13 | 14 | 11 | 9 | 13 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB FUNCTION

4. Information and Analysis

| | Count | | | | | | | Total | Percentage | | | | | | |
|-----------------------------|-------|----|----|----|----|----|----|-------|------------|-----|----|----|----|----|----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| Policy Development | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 0 | 0 | 0 | 0 | 50 | 50 | 0 |
| Planning or Contract Mgmt. | 2 | 1 | 1 | 0 | 3 | 2 | 2 | 11 | 18 | 9 | 9 | 0 | 27 | 18 | 18 |
| Other | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 100 | 0 | 0 | 0 | 0 | 0 |
| Information Technology | 0 | 0 | 2 | 4 | 0 | 3 | 3 | 12 | 0 | 0 | 17 | 33 | 0 | 25 | 25 |
| Finance | 0 | 4 | 2 | 4 | 1 | 3 | 0 | 14 | 0 | 29 | 14 | 29 | 7 | 21 | 0 |
| Customer Service | 21 | 14 | 24 | 13 | 8 | 20 | 24 | 124 | 17 | 11 | 19 | 10 | 6 | 16 | 19 |
| Business Service/ Marketing | 1 | 0 | 0 | 1 | 3 | 2 | 3 | 10 | 10 | 0 | 0 | 10 | 30 | 20 | 30 |
| Administration | 3 | 1 | 1 | 3 | 1 | 3 | 10 | 22 | 14 | 5 | 5 | 14 | 5 | 14 | 45 |
| All | 27 | 21 | 30 | 25 | 17 | 34 | 42 | 196 | 14 | 11 | 15 | 13 | 9 | 17 | 21 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB FUNCTION

5. Human Resource Focus

| | Count | | | | | | | | | | | | | | | Total | Percentage | | | | | | | | | | | | | | |
|-----------------------------|-------|----|----|----|---|----|----|---|----|----|---|----|---|----|-----|-------|------------|----|----|---|----|----|---|-----|----|---|----|----|----|--|--|
| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | A | | B | C | D | E | F | G | H | I | J | K | L | M | N | | |
| Policy Development | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | | |
| Planning or Contract Mgmt. | 1 | 2 | 1 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 11 | 9 | 18 | 9 | 18 | 0 | 0 | 18 | 0 | 0 | 0 | 0 | 9 | 0 | 18 | | |
| Other | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 4 | 0 | 0 | 0 | 25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25 | 25 | 25 | | |
| Information Technology | 0 | 3 | 1 | 1 | 0 | 3 | 1 | 0 | 0 | 2 | 1 | 0 | 0 | 1 | 13 | 0 | 23 | 8 | 8 | 0 | 23 | 8 | 0 | 0 | 15 | 8 | 0 | 0 | 8 | | |
| Finance | 1 | 4 | 3 | 0 | 0 | 1 | 0 | 0 | 2 | 2 | 0 | 1 | 0 | 1 | 15 | 7 | 27 | 20 | 0 | 0 | 7 | 0 | 0 | 13 | 13 | 0 | 7 | 0 | 7 | | |
| Customer Service | 8 | 20 | 11 | 11 | 0 | 7 | 9 | 6 | 9 | 6 | 5 | 14 | 5 | 18 | 129 | 6 | 16 | 9 | 9 | 0 | 5 | 7 | 5 | 7 | 5 | 4 | 11 | 4 | 14 | | |
| Business Service/ Marketing | 0 | 3 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 1 | 0 | 0 | 3 | 11 | 0 | 27 | 0 | 0 | 0 | 0 | 9 | 9 | 0 | 18 | 9 | 0 | 0 | 27 | | |
| Administration | 0 | 2 | 2 | 2 | 1 | 4 | 2 | 2 | 2 | 1 | 0 | 1 | 0 | 4 | 23 | 0 | 9 | 9 | 9 | 4 | 17 | 9 | 9 | 9 | 4 | 0 | 4 | 0 | 17 | | |
| All | 10 | 34 | 18 | 17 | 1 | 15 | 15 | 9 | 15 | 13 | 7 | 18 | 6 | 30 | 208 | 5 | 16 | 9 | 8 | 0 | 7 | 7 | 4 | 7 | 6 | 3 | 9 | 3 | 14 | | |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB FUNCTION

6. Process Management

| | Count | | | | | | | | | | | | Percentage | | | | | | | | | | |
|-----------------------------|-------|----|----|----|----|----|----|----|----|----|----|-------|------------|----|----|----|----|----|----|----|----|----|----|
| | A | B | C | D | E | F | G | H | I | J | K | Total | A | B | C | D | E | F | G | H | I | J | K |
| Policy Development | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 50 | 50 | 0 | 0 | 0 | 0 | 0 | 0 |
| Planning or Contract Mgmt. | 2 | 1 | 1 | 0 | 2 | 0 | 3 | 1 | 0 | 0 | 1 | 11 | 18 | 9 | 9 | 0 | 18 | 0 | 27 | 9 | 0 | 0 | 9 |
| Other | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 33 | 0 | 0 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 33 |
| Information Technology | 2 | 0 | 2 | 3 | 0 | 0 | 0 | 2 | 0 | 0 | 3 | 12 | 17 | 0 | 17 | 25 | 0 | 0 | 0 | 17 | 0 | 0 | 25 |
| Finance | 1 | 1 | 1 | 0 | 1 | 1 | 1 | 3 | 2 | 1 | 2 | 14 | 7 | 7 | 7 | 0 | 7 | 7 | 7 | 21 | 14 | 7 | 14 |
| Customer Service | 3 | 10 | 12 | 9 | 15 | 22 | 3 | 13 | 8 | 11 | 13 | 119 | 3 | 8 | 10 | 8 | 13 | 18 | 3 | 11 | 7 | 9 | 11 |
| Business Service/ Marketing | 0 | 0 | 0 | 0 | 4 | 0 | 2 | 1 | 1 | 2 | 1 | 11 | 0 | 0 | 0 | 0 | 36 | 0 | 18 | 9 | 9 | 18 | 9 |
| Administration | 2 | 3 | 4 | 0 | 1 | 3 | 2 | 0 | 0 | 1 | 5 | 21 | 10 | 14 | 19 | 0 | 5 | 14 | 10 | 0 | 0 | 5 | 24 |
| All | 11 | 15 | 20 | 14 | 24 | 26 | 11 | 20 | 11 | 15 | 26 | 193 | 6 | 8 | 10 | 7 | 12 | 13 | 6 | 10 | 6 | 8 | 13 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

JOB FUNCTION

7. Business Results

| | Count | | | | | | | | Total | Percentage | | | | | | | |
|-----------------------------|-------|----|---|---|----|----|----|----|-------|------------|----|---|----|----|----|----|----|
| | A | B | C | D | E | F | G | H | | A | B | C | D | E | F | G | H |
| Policy Development | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 50 | 0 | 0 | 0 | 0 | 0 | 50 | 0 |
| Planning or Contract Mgmt. | 3 | 2 | 0 | 0 | 6 | 0 | 1 | 0 | 12 | 25 | 17 | 0 | 0 | 50 | 0 | 8 | 0 |
| Other | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 50 | 0 | 0 | 0 | 50 | 0 | 0 | 0 |
| Information Technology | 4 | 0 | 0 | 0 | 5 | 1 | 3 | 0 | 13 | 31 | 0 | 0 | 0 | 38 | 8 | 23 | 0 |
| Finance | 1 | 2 | 0 | 0 | 5 | 0 | 3 | 2 | 13 | 8 | 15 | 0 | 0 | 38 | 0 | 23 | 15 |
| Customer Service | 32 | 19 | 7 | 4 | 24 | 4 | 22 | 8 | 120 | 27 | 16 | 6 | 3 | 20 | 3 | 18 | 7 |
| Business Service/ Marketing | 2 | 2 | 0 | 0 | 3 | 1 | 3 | 0 | 11 | 18 | 18 | 0 | 0 | 27 | 9 | 27 | 0 |
| Administration | 5 | 3 | 0 | 3 | 3 | 6 | 1 | 0 | 21 | 24 | 14 | 0 | 14 | 14 | 29 | 5 | 0 |
| All | 49 | 28 | 7 | 7 | 47 | 12 | 34 | 10 | 194 | 25 | 14 | 4 | 4 | 24 | 6 | 18 | 5 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

EMPLOYERS

1. Leadership

| | Count | | | | | | | | | | Total | Percentage | | | | | | | | | |
|--|-------|----|----|----|----|----|----|---|---|----|-------|------------|----|----|----|----|---|-----|---|----|----|
| | A | B | C | D | E | F | G | H | I | J | | A | B | C | D | E | F | G | H | I | J |
| San Joaquin Employment and Econ. Develop | 9 | 14 | 33 | 13 | 7 | 10 | 52 | 7 | 3 | 7 | 155 | 6 | 9 | 21 | 8 | 5 | 6 | 34 | 5 | 2 | 5 |
| San Joaquin Delta College | 1 | 0 | 1 | 2 | 1 | 0 | 1 | 0 | 0 | 0 | 6 | 17 | 0 | 17 | 33 | 17 | 0 | 17 | 0 | 0 | 0 |
| San Joaquin County Office of Education | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 0 |
| San Joaquin County Housing Authority | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 0 | 4 | 25 | 0 | 0 | 0 | 0 | 0 | 25 | 0 | 50 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 0 |
| Goodwill Industries | 0 | 2 | 1 | 1 | 0 | 0 | 1 | 0 | 1 | 0 | 6 | 0 | 33 | 17 | 17 | 0 | 0 | 17 | 0 | 17 | 0 |
| California State Employee Development | 1 | 1 | 11 | 5 | 3 | 2 | 7 | 0 | 1 | 4 | 35 | 3 | 3 | 31 | 14 | 9 | 6 | 20 | 0 | 3 | 11 |
| All | 12 | 17 | 46 | 21 | 11 | 12 | 64 | 7 | 7 | 11 | 208 | 6 | 8 | 22 | 10 | 5 | 6 | 31 | 3 | 3 | 5 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

EMPLOYERS

2. Strategic Planning

| | Count | | | | | | | Total | Percentage | | | | | | |
|--|-------|----|----|----|----|----|----|-------|------------|----|----|----|-----|----|----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| San Joaquin Employment and Econ. Develop | 10 | 6 | 12 | 18 | 34 | 15 | 52 | 147 | 7 | 4 | 8 | 12 | 23 | 10 | 35 |
| San Joaquin Delta College | 2 | 0 | 0 | 1 | 0 | 2 | 1 | 6 | 33 | 0 | 0 | 17 | 0 | 33 | 17 |
| San Joaquin County Office of Education | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 100 | 0 | 0 | 0 | 0 | 0 | 0 |
| San Joaquin County Housing Authority | 0 | 0 | 1 | 0 | 2 | 1 | 1 | 5 | 0 | 0 | 20 | 0 | 40 | 20 | 20 |
| Other | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 100 | 0 | 0 |
| Goodwill Industries | 0 | 1 | 0 | 0 | 2 | 0 | 2 | 5 | 0 | 20 | 0 | 0 | 40 | 0 | 40 |
| California State Employment Development | 2 | 4 | 1 | 5 | 15 | 4 | 5 | 36 | 6 | 11 | 3 | 14 | 42 | 11 | 14 |
| All | 15 | 11 | 14 | 24 | 54 | 22 | 61 | 201 | 7 | 5 | 7 | 12 | 27 | 11 | 30 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

EMPLOYERS

3. Customer and Market Focus

| | Count | | | | | | | | | | Total | Percentage | | | | | | | | | |
|--|-------|----|----|----|---|----|----|----|----|----|-------|------------|----|-----|---|---|----|----|----|----|-----|
| | A | B | C | D | E | F | G | H | I | J | | A | B | C | D | E | F | G | H | I | J |
| San Joaquin Employment and Econ. Develop | 10 | 10 | 27 | 12 | 5 | 21 | 18 | 17 | 16 | 15 | 151 | 7 | 7 | 18 | 8 | 3 | 14 | 12 | 11 | 11 | 10 |
| San Joaquin Delta College | 3 | 1 | 2 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 7 | 43 | 14 | 29 | 0 | 0 | 0 | 0 | 14 | 0 | 0 |
| San Joaquin County Office of Education | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| San Joaquin County Housing Authority | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 1 | 2 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 40 | 0 | 20 | 40 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| Goodwill Industries | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 1 | 6 | 17 | 17 | 0 | 0 | 0 | 0 | 0 | 33 | 17 | 17 |
| California State Employment Development | 0 | 1 | 7 | 3 | 0 | 6 | 9 | 2 | 1 | 7 | 36 | 0 | 3 | 19 | 8 | 0 | 17 | 25 | 6 | 3 | 19 |
| All | 14 | 13 | 37 | 15 | 5 | 27 | 29 | 22 | 19 | 26 | 207 | 7 | 6 | 18 | 7 | 2 | 13 | 14 | 11 | 9 | 13 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

EMPLOYERS

4. Information and Analysis

| | Count | | | | | | | Total | Percentage | | | | | | |
|--|-------|----|----|----|----|----|----|-------|------------|----|-----|----|----|----|-----|
| | A | B | C | D | E | F | G | | A | B | C | D | E | F | G |
| San Joaquin Employment and Econ. Develop | 18 | 13 | 19 | 22 | 11 | 30 | 31 | 144 | 13 | 9 | 13 | 15 | 8 | 21 | 22 |
| San Joaquin Delta College | 1 | 1 | 2 | 1 | 0 | 1 | 0 | 6 | 17 | 17 | 33 | 17 | 0 | 17 | 0 |
| San Joaquin County Office of Education | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 100 |
| San Joaquin County Housing Authority | 1 | 2 | 0 | 1 | 0 | 0 | 1 | 5 | 20 | 40 | 0 | 20 | 0 | 0 | 20 |
| Other | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 100 | 0 | 0 | 0 | 0 |
| Goodwill Industries | 0 | 0 | 3 | 0 | 2 | 1 | 0 | 6 | 0 | 0 | 50 | 0 | 33 | 17 | 0 |
| California State Employment Development | 7 | 5 | 5 | 1 | 4 | 2 | 9 | 33 | 21 | 15 | 15 | 3 | 12 | 6 | 27 |
| All | 27 | 21 | 30 | 25 | 17 | 34 | 42 | 196 | 14 | 11 | 15 | 13 | 9 | 17 | 21 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

EMPLOYERS

5. Human Resource Focus

| | Count | | | | | | | | | | | | | | Total | Percentage | | | | | | | | | | | | | |
|--|-------|----|----|----|---|----|----|---|----|----|---|----|---|----|-------|------------|----|----|----|---|-----|----|---|----|---|---|-----|----|----|
| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | | A | B | C | D | E | F | G | H | I | J | K | L | M | N |
| San Joaquin Employment and Econ. Develop | 6 | 26 | 15 | 13 | 1 | 11 | 10 | 8 | 11 | 10 | 5 | 13 | 3 | 21 | 153 | 4 | 17 | 10 | 8 | 1 | 7 | 7 | 5 | 7 | 7 | 3 | 8 | 2 | 13 |
| San Joaquin Delta College | 0 | 0 | 0 | 1 | 0 | 1 | 2 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 6 | 0 | 0 | 0 | 17 | 0 | 17 | 33 | 0 | 33 | 0 | 0 | 0 | 0 | 0 |
| San Joaquin County Office of Education | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| San Joaquin County Housing Authority | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 5 | 20 | 0 | 40 | 20 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 20 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 100 | 0 | 0 |
| Goodwill Industries | 1 | 1 | 1 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 6 | 17 | 17 | 17 | 0 | 0 | 17 | 33 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| California State Employment Development | 2 | 7 | 0 | 2 | 0 | 1 | 1 | 1 | 2 | 3 | 2 | 4 | 2 | 9 | 36 | 6 | 19 | 0 | 6 | 0 | 3 | 3 | 3 | 6 | 8 | 6 | 11 | 6 | 13 |
| All | 10 | 34 | 18 | 17 | 1 | 15 | 15 | 9 | 15 | 13 | 7 | 18 | 6 | 30 | 208 | 5 | 16 | 9 | 8 | 0 | 7 | 7 | 4 | 7 | 6 | 3 | 9 | 3 | 13 |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

EMPLOYERS

6. Process Management

| | Count | | | | | | | | | | | | Percentage | | | | | | | | | | | |
|--|-------|----|----|----|----|----|----|----|----|----|----|-------|------------|-----|-----|----|----|----|----|----|----|----|----|--|
| | A | B | C | D | E | F | G | H | I | J | K | Total | A | B | C | D | E | F | G | H | I | J | K | |
| San Joaquin Employment and Econ. Develop | 9 | 10 | 16 | 10 | 22 | 21 | 11 | 16 | 9 | 3 | 16 | 143 | 6 | 7 | 11 | 7 | 15 | 15 | 8 | 11 | 6 | 2 | 1 | |
| San Joaquin Delta College | 2 | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 6 | 33 | 33 | 17 | 0 | 0 | 0 | 0 | 17 | 0 | 0 | 0 | |
| San Joaquin County Office of Education | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| San Joaquin County Housing Authority | 0 | 0 | 0 | 2 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 5 | 0 | 0 | 0 | 40 | 0 | 20 | 0 | 0 | 0 | 20 | 20 | |
| Other | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Goodwill Industries | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 2 | 5 | 0 | 20 | 0 | 0 | 20 | 20 | 0 | 0 | 0 | 0 | 40 | |
| California State Employment Development | 0 | 1 | 2 | 2 | 1 | 3 | 0 | 3 | 2 | 11 | 7 | 32 | 0 | 3 | 6 | 6 | 3 | 9 | 0 | 9 | 6 | 34 | 20 | |
| All | 11 | 15 | 20 | 14 | 24 | 26 | 11 | 20 | 11 | 15 | 26 | 193 | 56 | 189 | 100 | 94 | 6 | 83 | 83 | 50 | 83 | 72 | 30 | |

PRIORITY IMPROVEMENT COUNTS AND PERCENTAGES

EMPLOYERS

7. Business Results

| | Count | | | | | | | | Total | Percentage | | | | | | | |
|--|-------|----|---|---|----|----|----|----|-------|------------|-----|----|---|----|----|----|---|
| | A | B | C | D | E | F | G | H | | A | B | C | D | E | F | G | H |
| San Joaquin Employment and Econ. Develop | 39 | 18 | 4 | 6 | 37 | 6 | 27 | 10 | 147 | 27 | 12 | 3 | 4 | 25 | 4 | 18 | 7 |
| San Joaquin Delta College | 3 | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 6 | 50 | 0 | 17 | 0 | 0 | 17 | 17 | 0 |
| San Joaquin County Office of Education | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 100 | 0 | 0 | 0 | 0 | 0 | 0 |
| San Joaquin County Housing Authority | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 3 | 33 | 33 | 0 | 0 | 33 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Goodwill Industries | 1 | 1 | 1 | 0 | 2 | 1 | 0 | 0 | 6 | 17 | 17 | 17 | 0 | 33 | 17 | 0 | 0 |
| California State Employment Development | 5 | 7 | 1 | 1 | 7 | 4 | 6 | 0 | 31 | 16 | 23 | 3 | 3 | 23 | 13 | 19 | 0 |
| All | 49 | 28 | 7 | 7 | 47 | 12 | 34 | 10 | 194 | 25 | 14 | 4 | 4 | 24 | 6 | 18 | 5 |