

APPLICATION FORM

FACET OF EXCELLENCE:

Organizational and Employee Learning and Development

How to Complete the FACET Application Form

- **CATEGORY OVERVIEW** – For each of the Categories for this Facet of Excellence, you will be asked to provide a *Category Overview*. This section is important but will not be scored, as this section typically depends on factors such as business type and size, organizational relationships, the organization’s state of development and employee capabilities and responsibilities – all of which are specific to an individual organization.

For the *Category Overview* there will be a question or a set of questions and space will be provided below in a yellow shaded cell for the Applicant Response to be provided. As you type in the cell, it will expand with your response. Please be thorough, yet concise.

- **QUESTIONS WITHIN EACH SCORING DIMENSION** – There are four (4) *Scoring Dimensions* for each Category:

1. **Strategic Alignment**
2. **Systematic Planning and Approach**
3. **Execution and Communication**
4. **Measurement, Evaluation, and Results**

For each *Scoring Dimension* there will be a question or a set of questions and space will be provided below in a yellow shaded cell for the Applicant Response to be provided. As you type in the cell, it will expand with your response. Please be thorough, yet concise.

APPLICATION FORM

FACET OF EXCELLENCE:

Organizational and Employee Learning and Development

Intent and Purpose of the FACET

The intent and purpose of this **FACET** is to examine your organization's structure; performance management system; succession planning; and education, training and career development efforts for both the organization as a whole and for individual employees. There is no preferred structure or process. We are looking to see if these efforts:

- Support the development and transformation of the organization
- Support the achievement of your organization's goals and objectives
- Evaluate and build employee knowledge, skills and capabilities
- Contribute to improved employee performance and development

CATEGORIES:

- Organizational Structure
- Performance Management
- Succession Planning and Career Development
- Employee Learning and Development

APPLICATION FORM

Category: *Organizational Structure*

Category Overview:

Provide a brief description of how your organization is structured (e.g., matrix, functional or divisional). How does this structure address roles and responsibilities, information flow, and decision making?

Applicant Response: (This cell will expand as you enter your response.)

Strategic Alignment:

Do you take into consideration the organization's size, geographic presence, technology, method of product or service delivery, and/or requirements of its environment when determining the organizational structure? If so, how?

Applicant Response: (This cell will expand as you enter your response.)

Systematic Planning and Approach:

How was your current organizational structure formed? Who helped shape the structure that exists in your company today? How does your organization approach decisions that may impact the structure of your organization (touch on assignment of roles, salary adjustments, staffing requirements, and reporting lines)? Provide examples.

Applicant Response: (This cell will expand as you enter your response.)

Execution and Communication:

How is your organizational structure assessed and revised over time? Include a discussion of the communication strategies and methods that support revisions that are made to your organizational structure.

Applicant Response: (This cell will expand as you enter your response.)

Measurement, Evaluation, and Results:

A) Do you measure whether your organizational structure positively impacts achievement of business results? If so, how?

B) Do you analyze and associate organizational issues with your organizational structure (e.g., poor service due to slow lead times; poor communication; low employee morale due to lack of empowerment)? If so, how?

For both of the questions above, list the specific results. You may provide this information in a pictorial format such as a table, chart, graph, etc.

Applicant Response: (This cell will expand as you enter your response.)

APPLICATION FORM

Category: *Performance Management*

Category Overview:

Provide a brief description of how you manage individual employee performance (touch on frequency, tools, applicability to differing employee populations, selection of evaluator(s), levels of review, etc.).

Applicant Response: (This cell will expand as you enter your response.)

Strategic Alignment:

Do you take into consideration the organization's overall performance objectives and culture when managing an individual employee's performance? If so, how?

Applicant Response: (This cell will expand as you enter your response.)

Systematic Planning and Approach:

How do you decide which systems/tools/processes you will use to manage individual employee performance? (e.g., focus groups, employee suggestions, employee interviews, employee satisfaction results, benchmarking, internal versus external resources, etc.). Please describe internal versus external resources used in this process.

How do you determine the dimensions of performance, and the criteria for achieving desired outcomes? (e.g., performance ratings, scales, behaviors versus results, etc.)

Do you consider the method of implementation? If so, how? (e.g., what forms, technology, resources, training, etc. do you need?)

Applicant Response: (This cell will expand as you enter your response.)

Execution and Communication:

Describe in detail how you implement your performance management system. Include a discussion of the communication strategies and methods that support implementation. How is your performance management system assessed and revised over time?

Applicant Response: (This cell will expand as you enter your response.)

Measurement, Evaluation, and Results:

A) Do you measure the results of your performance management system (e.g., performance ratings versus overall company results)? If so, how?

B) Do you gauge employee satisfaction levels with the performance management system? If so, how?

C) Do you assess the ongoing impact of your system on the individual employee's performance? On the organization's performance? If so, how?

D) Do you use the information you gather to improve the performance management system? If so, how?

For each of the questions above (A-D), list the specific results below. You may provide this information in a pictorial format such as a table, chart, graph, etc.

APPLICATION FORM

Category: *Performance Management*

Applicant Response: (This cell will expand as you enter your response.)

APPLICATION FORM

Category: *Succession Planning and Career Development*

Category Overview:

How does your organization address succession planning and career development? Provide a brief description of key programs/tools/initiatives or processes to do so.

Applicant Response: (This cell will expand as you enter your response.)

Strategic Alignment:

Do you consider your organization's strategic plan when determining those programs/tools/initiatives? If so, how?

Applicant Response: (This cell will expand as you enter your response.)

Systematic Planning and Approach:

Succession Planning:

- Have you made provisions for planned or unanticipated changes in your leadership or other key/critical positions? Please describe.
- Do you have a plan in the event an employee holding a key or critical position in your organization unexpectedly becomes unavailable to perform his/her job? Please describe.
- What did you consider when designing or selecting your succession/change/evolution process?
- Do you identify "high potential" individuals who might succeed current holders of critical positions? If so, how?
- Who are the decision makers? What identifying criteria do you use? How did you determine what identifying criteria to use?
- What programs/tools/initiatives do you use to develop employees identified as having "high potential"? How did you select those programs/tools/initiatives?

Career Development:

- Do you have a career development planning process for individual employees within your organization? If so, how did you select that process?
- What programs/tools/initiatives do you offer for individual career development? How did you select those programs/tools/initiatives?
- Do you evaluate and align an individual's career development plan with the organization's needs? If so, how?

Applicant Response: (This cell will expand as you enter your response.)

Execution and Communication:

Describe in detail how you implement your succession planning/career development programs. Include a discussion of the communication strategies and methods that supported implementation. How are your succession planning/career development programs assessed and revised over time?

APPLICATION FORM

Category: *Succession Planning and Career Development*

Applicant Response: (This cell will expand as you enter your response.)

Measurement, Evaluation, and Results:

A) Do you gauge whether your succession planning process accurately identified the "high potential" individuals? If so, how? If you determine you have mistakenly included or excluded someone, what adjustment(s) do you make?

B) Do you gauge whether your career development process meets the needs of the individual employee and the organization? If so, how?

For both of the questions above, list the specific results below. You may provide this information in a pictorial format such as a table, chart, graph, etc.

Applicant Response: (This cell will expand as you enter your response.)

APPLICATION FORM

Category: *Employee Learning & Development*

Category Overview:

Provide a brief description of each key program/tool/initiative your organization offers to train, educate, and develop your employees.

Applicant Response: (This cell will expand as you enter your response.)

Strategic Alignment:

Did you consider your organization's strategic plan when determining those programs/tools/initiatives? If so, how?

Applicant Response: (This cell will expand as you enter your response.)

Systematic Planning and Approach:

How did you decide which programs/tools/initiatives you would offer? (e.g., focus groups, employee suggestions, employee interviews, employee satisfaction results, benchmarking, internal versus external resources, etc.?)

Did you consider the method of implementation? If so, how? (e.g., what equipment, resources, facilities, etc. you need.)

Applicant Response: (This cell will expand as you enter your response.)

Execution and Communication:

Describe in detail how you implement your employee learning and development programs. Include a discussion of the communication strategies and methods that support implementation. How are your employee learning and development programs assessed and revised over time?

Applicant Response: (This cell will expand as you enter your response.)

Measurement, Evaluation, and Results:

A) Do you gauge employees' immediate reactions to learning events? If so, how?

B) Do you use the information you gather to improve future programs? If so, how?

C) Do you assess what skills or information the employee learned from the event? If so, how?

D) Do you gauge whether and how the employees apply the information learned to their job performance? If so, how?

E) Do you assess the ongoing impact of your efforts on the employees' departmental performance? On the organization's performance? If so, how?

For each of the questions above (A-E), list the specific results below. You may provide this information in a pictorial format such as a table, chart, graph, etc.

Applicant Response: (This cell will expand as you enter your response.)