APPENDIX 1:

SAEM PUBLIC SECTOR LEVEL 3 QUESTIONNAIRE

Criterion 1: Leadership	Not started	Some progress	Good progress	Fully achieved
1a. **How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**				
1a.1 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?				
1a.2 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?				
1a.3 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?				
1a.4 Do the leaders in my organisation review and improve the effectiveness of their own leadership?				
1a.5 Do the leaders in my organisation actively become involved in transformation processes?				
1a.6 Do the leaders in my organisation address public responsibilities and practice good citizenship?				

Criterion 1: Leadership	Not started	Some progress	Good progress	Fully achieved
1b.	**How do leaders support improvement and involvement.**				
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?				
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?				
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?				
1c.	**How leaders recognise and appreciate people's efforts and achievements.**				
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?				
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?				

Criterion 2: Policy and Strategy	Not started	Some progress	Good progress	Fully achieved
2a. **How policy and strategy are developed, communicated and implemented.**				
2a.1 Does my organisation develop policy and strategy based upon: legislative requirements? o performance indicators? o customer and stakeholder requirements? o organisation's peoples capabilities? o supplier and partner capabilities? o government initiatives, directions and standards?				
2a.2 Does my organisation communicate policy and strategy to its people?				
2b. **How policy and strategy are regularly reviewed, updated and improved?**				
2b.1 Does my organisation review performance requirements and key performance measures?				
2b.2 Does my organisation track performance relative to plans?				

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Criterion 3: Customer and Stakeholder Focus		Not started	Some progress	Good progress	Fully achieved
3a.	**How customer and stakeholder needs are determined and used.**				
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?				
3a.2	Does my organisation evaluate, process and act on information received?				
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?				
3b.	**How customer and stakeholder satisfaction is determined.**				
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?				
3b.2	Does my organisation resolve complaints promptly and effectively?				

Criterion 4: People Management	Not started	Some progress	Good progress	Fully achieved
4a. **How people capabilities are developed and reviewed.**				
4a.1 Does my organisation align the people resources plan with policy, strategy and values?				
4a.2 Does my organisation orientate new employees?				
4a.3 Does my organisation develop people through work experience?				
4a.4 Does my organisation acknowledge and manage cultural diversity within the workforce?				
4b. **How people are involved, empowered and recognition is ensured.**				
4b.1 Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?				
4b.2 Does my organisation empower people to take action and evaluate the effectiveness?				
4b.3 Does my organisation achieve effective up, down and lateral communication?				

Criterion 4: People Management	Not started	Some progress	Good progress	Fully achieved
4b.4 Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?				
4c. How people are cared for.				
4c.1 Does my organisation include well-being factors in improvement activities - for example, health and safety?				

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Criterion 5: Resources and Information Management	Not started	Some progress	Good progress	Fully achieved
5a. **How financial resources are managed.**				
5a.1 Does my organisation use financial management to support policy and strategy?				
5a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?				
5a.3 Does my organisation analyse and review organisation performance against budget?				
5b. **How information resources are managed.**				
5b.1 Does my organisation structure and manage information to support policy and strategy?				
5b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?				
5b.3 Does my organisation ensure everyone has appropriate information to do their work?				

Criterion 5: Resources and Information Management	Not started	Some progress	Good progress	Fully achieved
5c. **How materials and other resources are managed.**				
5c.1 Does my organisation make best use of buildings, equipment and other resources?				
5c.2 Does my organisation manage tender processes and contracts effectively?				
5c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?				
5c.4 Does my organisation manage and optimise material inventories?				
5c.5 Does my organisation improve supplier and partner relationships?				

Criterion 6: Processes	Not started	Some progress	Good progress	Fully achieved
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**				
6a.1	Does my organisation identify key processes?				
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?				
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?				
6a.4	Does my organisation establish process ownership, responsibility and accountability?				
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?				
6b.	**How processes are reviewed and targets are set for improvement.**				
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?				

Criterion 6: Processes		Not started	Some progress	Good progress	Fully achieved
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?				
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?				

	Criterion 7: Social Responsibility	Not started	Some progress	Good progress	Fully achieved
7.	**Measurements of the organisation's impact on the local society.**				
7.1	Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?				
7.2	Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?				
7.3	Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?				
7.4	Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?				

	Criterion 8: Customer and Stakeholder Satisfaction	Not started	Some progress	Good progress	Fully achieved
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**				
8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are: ○ fairness and courtesy ○ integrity ○ level of customer satisfaction and dissatisfaction ○ communication ○ awards and allocates received.				
8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are: ○ accessibility of service ○ responsiveness and flexibility in meeting customer needs ○ defect ,error and waste ○ reliability and sustainability of service ○ cost of service ○ response time ○ percentage of complaints resolved on first contact ○ documentation simplicity, convenience and accuracy				

Criterion 9: People Satisfaction	Not started	Some progress	Good progress	Fully achieved
9. **Measurements relating to the satisfaction of the organisation's people.**				
9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are: o ethical conduct o safe and pleasant working environment o equal opportunities o training and development o recognition and appreciation of individuals and teams.				
9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are: o absenteeism o grievances o staff turnover o strikes and disputes o accident levels o use of facilities provided by the organisation (for example, recreation, crèche)				
9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are: o accuracy of personnel administration o communication effectiveness o speed of response to enquiries				

Criterion 10: Suppliers and Partnership Performance	Not started	Some progress	Good progress	Fully achieved
10. **Measurements relating to the performance of the organisation's suppliers and partners.**				
10.1 Does my organisation have results (supported by numbers) that show trends in integrity?				
10.2 Does my organisation have results (supported by numbers) that show trends in reliability?				
10.3 Does my organisation have results (supported by numbers) that show trends in performance levels?				
10.4 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?				
10.5 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?				
10.6 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?				

Criterion 10: Suppliers and Partnership Performance	Not started	Some progress	Good progress	Fully achieved
10.7 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?				
10.8 Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?				
10.9 Does my organisation have results (supported by numbers) that show trends in added value of partnerships?				
10.10 Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?				

Criterion 11: Organisation Results		Not started	Some progress	Good progress	Fully achieved
11a.	**Financial measurements of the organisation's performance.**				

11a.1	Does my organisation have results (supported by numbers) that show trends in areas such as:
	   o gross margins?
	   o net surplus (for example, trading services)?
	   o Sales (for example, electricity and water)?				

11a.2	Does my organisation have results (supported by numbers) that show trends in balance sheet items including
	   o long term borrowing?
	   o total sales?
	   o working capital (including inventory turnover)?				

11a.3	Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?				

11a.4	Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:
	   o outstanding debtors (for example, non-payment and credit control)?
	   o return on funds?				

Criterion 11: Organisation Results	Not started	Some progress	Good progress	Fully achieved
11b. **Additional measurements of the organisation's performance.**				
11b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?				
11b.2 Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as: o defect rate? o productivity? o service time?				
11b.3 Does my organisation have results (supported by numbers) that show trends in information relating to areas such as: o accessibility? o relevance? o timeliness?				
11b.4 Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as: o inventory turnover? o price? o response time?				

Criterion 11: Organisation Results	Not started	Some progress	Good progress	Fully achieved

11b.5 Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
   o   maintenance costs?
   o utilisation?				

11b.6 Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?				

APPENDIX 2:

Proposed Higher Education Sector Level 3 Questionnaire

Criterion 1: Leadership	1	2	3	4
Considers how leaders of all levels inspire a culture of continuous improvement through their behaviour and the example they set. A key element is visible involvement in the setting and supporting of client-orientated goals, balanced with political targets. Leaders need to show a clear understanding of who their various clients and stakeholders are and their differing requirements. Leaders should demonstrate clear commitment to staff, clients and stakeholders	Not started	Some progress	Good progress	Fuly achieved
1a. **How leaders visibly demonstrate their commitment to a culture of continuous improvement.** **Do the leaders in my institution:**				
1a.1 Set institution direction and seek future opportunities for the institution?				
1a.2 Act as role models for the institution's values and expectations, leading by example?				
1a.3 Make themselves accessible, listen and respond to the institution's staff, clients and stakeholders?				
1a.4 Review and improve the effectiveness of their own leadership?				
1a.5 Become actively and personally involved in transformation activities?				
1a.6 Address public responsibilities and practice good citizenship?				
1b. **How leaders support improvement and involvement by providing appropriate resources and assistance. How they are involved with clients, stakeholders and suppliers.** **Do the leaders in my institution:**				
1b.1 Fund continuous learning, facilitation and improvement activities?				
1b.2 Use appraisal and promotion systems to support improvement and involvement?				
1b.3 Become involved with clients, stakeholders and suppliers to understand and respond to mutual interests?				
1c. **How leaders recognise and appreciate people's efforts and achievements.** **Do the leaders in my institution:**				
1c.1 Recognise individuals and teams at all levels within the organisation?				
1c.2 Recognise individuals and teams outside the organisation (for example, clients, suppliers and partners)?				

Criterion 2: Policy and strategy	1	2	3	4
How the institution formulates, deploys, reviews and turns policy and strategy into plans and actions. Policy and strategy will address internal culture, structure and operations with regard to the priorities, direction and needs of clients, stakeholders, community and politicians. Institutions should establish and describe their policy and strategy including their processes and plans and show how they are appropriate, as a cohesive whole, to their own circumstances	Not started	Some progress	Good progress	Fully achieved
2a. **How policy and strategy are developed, communicated and implemented and how the institution identifies, aggregates, analysis and uses information** **How does my institution:**				

2a.1   Develop policy and strategy based upon:
     o legislative requirements?
     o performance indicators/strategic drivers?
     o client and stakeholder requirements?
     o institution's people capabilities?
     o supplier and partner capabilities?
     o government initiatives, directions and standards?				

2a.2 Communicate policy and strategy to its employees?				
2b. **How policy and strategy are regularly reviewed, updated and improved.** **Does my institution**:				
2b.1 Review performance requirements and key performance measures?				
2b.2 Track performance relative to plans?				

Criterion 3: Client and stakeholder focus	1	2	3	4
How the institution: • **determines the needs, requirements and expectations of clients and stakeholders** • **enhances relationships and determines satisfaction of clients and stakeholders.**	Not started	Some progress	Good progress	Fully achieved
3a. **How client and stakeholder needs are determined and used.** **Does my institution:**				
3a.1 Evaluate and improve its approach to listening and learning from clients and stakeholders?				
3a.2 Evaluate, process and act on information received?				
3a.3 Determine and review client and stakeholder contact requirements and deploy the requirements to all staff?				
3b. **How client and stakeholder satisfaction is determined.** **Does my institution**:				
3b.1 Follow up with clients and stakeholders on products and services to receive prompt and actionable feedback?				
3b.2 Resolve complaints promptly and effectively?				

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Criterion 4: People management	1	2	3	4
The people of the institution include all the staff and others who directly or indirectly serve clients. It is about what an institution does to release the full potential of its people. It considers the development of people, their empowerment to deliver improvements and considers dialogue up, down and across the institution	Not started	Some progress	Good progress	Fully achieved
4a. How people capabilities are developed and reviewed. **Does my institution:**				
4a.1 Align the human resources plan with policy, strategy and values?				
4a.2 Orientate new employees?				
4a.3 Develop people through work experience?				
4a.4 Acknowledge and manage cultural diversity within the workforce?				
4b. How people are involved, empowered and recognition is ensured. **Does my institution:**				
4b.1 Involve all its people (as individuals and teams) in continuous improvement activities?				
4b.2 Empower people to take action and evaluate their effectiveness?				
4b.3 Achieve effective up, down and lateral communication?				
4b.4 Design and apply innovative systems to sustain involvement, empowerment and achievement?				
4c. How people are cared for. **Does my institution:**				
4c.1 Include well-being factors in improvement activities – for example, health and safety?				

Criterion 5: Resources and information management	1	2	3	4
How the institution manages and uses resources and information effectively and efficiently.	Not started	Some progress	Good progress	Fully achieved
5a. **How financial resources are managed.** Does my institution:				
5a.1 Use financial management to support policy and strategy?				
5a.2 Improve financial parameters, such as cash flow, income and expenditure?				
5a.3 Analyse and review institutional performance against budget?				
5b. **How information resources are managed.** **Does my institution:**				
5b.1 Structure and manage information to support policy and strategy?				
5b.2 Evaluate and keep current with changing client and stakeholder needs?				
5b.3 Ensure everyone has appropriate information to do their work?				
5c. **How materials and other resources are managed.** **Does my institution:**				
5c.1 Make best use of buildings, equipment and other resources?				
5c.2 Manage tender processes and contracts effectively?				
5c.3 Identify, evaluate and use alternative and emerging technologies?				
5c.4 Manage and optimise material inventories? (eg asset management)				
5c.5 Improve supplier and partner relationships?				

Criterion 6: Processes	1	2	3	4
How processes are identified, designed, managed, evaluated and improved. Critical processes relate to the delivery of key services and the support processes essential to the running of the organisation. A key to the identification, evaluation and improvement of processes should be their contribution and effectiveness in relation to the mission of the institution	Not started	Some progress	Good progress	Fully achieved
6a. How processes (key to the success of the institution) are identified and systematically managed. **Does my institution:**				
6a.1 Identify key processes?				
6a.2 Incorporate changing client and stakeholder requirements into product and service processes?				
6a.3 Design product, service and delivery processes to meet quality standards and operational performance requirements?				
6a.4 Establish process ownership, responsibility and accountability?				
6a.5 Use established systems, for example, self-assessment, quality, environmental, health and safety systems in process management?				
6b. How processes are reviewed and targets are set for improvement. Does my institution:				
6b.1 Continuously identify and prioritise methods of improvement, both incremental and breakthrough?				
6b.2 Encourage the innovation and creative talents of employees in process improvement?				
6b.3 Manage and support new or process changes through testing, communication and review?				

Criterion 7: Impact on society	1	2	3	4

What an institution achieves in relation to local, national and international society at large. This includes the perception of the institution's approach to:
  o **quality of life**
  o **environment and the conservation of global resources**
  o **institution's own internal measures of effectiveness**
  o **its relations with other authorities and bodies which affect and regulate its business**
	Not started	Some progress	Good progress	Fully achieved

7. **Measurements of the institution's impact on the local society.** **Does my institution have results (supported by numbers) that show trends in relation to:**				
7.1 Improved performance as a responsible government authority, for example equal opportunity practices?				
7.2 Promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?				
7.3 Handling of changes in employment levels? (mergers, retrenchments etc)				
7.4 Receiving accolades and awards?				

Criterion 8: Client and stakeholder satisfaction	1	2	3	4
What the institution is achieving in relation to the satisfaction of its external clients and stakeholders. What levels of client satisfaction does a higher education institution achieve? eg what does measurable student feedback show? What image do students have of the institution?	Not started	Some progress	Good progress	Fully achieved
8. Measurements relating to the satisfaction of the institution's clients and stakeholders. Measurements used by the institution to understand, predict and improve the satisfaction and loyalty of external clients Does my institution have results (supported by numbers) that show trends in relation to:				

8.1   Improved overall image?:
   o   fairness and courtesy
   o   integrity
   o   level of client satisfaction and dissatisfaction
   o   communication
   o awards and accolades received.				

8.2   Its products and services:
   o   accessibility of service
   o   responsiveness and flexibility in meeting customer needs
   o   defect ,error and waste
   o   reliability and sustainability of service
   o   cost of service
   o   response time
   o   percentage of complaints resolved on first contact
   o documentation simplicity, convenience and accuracy				

Criterion 9: People satisfaction	1	2	3	4
Demonstrate the performance of the institution in satisfying the needs, requirements and expectations of its people. This should be done by presenting results, trends, targets and comparisons with competitors or "best in class" institutions. Information on the relevance of the measurement to the institution's people should also be presented	Not started	Some progress	Good progress	Fully achieved
9. Measurements relating to the satisfaction of the institution's people. Does my institution have results eg surveys, structured appraisals, focus groups (supported by numbers) that show trends in relation to:				
9.1 Motivation and involvement: o ethical conduct o safe and pleasant working environment o equal opportunities o training and development o recognition and appreciation of individuals and teams				
9.2 Satisfaction and well-being: o absenteeism o grievances o staff turnover o strikes and disputes o accident levels o use of facilities provided by the organisation (for example, recreation, crèche)				
9.3 Services provided to the organisation's people: • accuracy of personnel administration • communication effectiveness • speed of response to enquiries				

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Criterion 10: Supplier and partnership performance	1	2	3	4
What an institution is doing to ensure that suppliers and partners are providing optimum service	Not started	Some progress	Good progress	Fully achieved
10.1 Measurements relating to the performance of the institution's suppliers and partners. Does my institution have results eg surveys, structured appraisals, focus groups (supported by numbers) that show trends in relation to: • integrity • reliability • performance levels • cost reduction due to performance audit • enhancement of supplier and partner knowledge • continuous improvement in product and service quality? • speed of response to client complaints? • added value of partnerships? • equity principles (for example, employment practices and SMME's)?				

Criterion 11: Institutional results	1	2	3	4
Considers what a higher education institution is achieving against its stated planned performance. Measured performance may include non-financial and financial results	Not started	Some progress	Good progress	Fully achieved
11a. **Financial measurements of the institution's performance.**				
11a.1 **Does my institution have results (supported by numbers) that show trends in** o income o expenditure o contribution to overheads? o surplus funds				
11a.2 **Additional measurements of the institution's performance. Results (supported by numbers) that show trends in academic products such as:** o number of programmes/modules o number of programme/module enrolments o number of new programmes/modules instituted o number of programmes/modules phased out o number of envisaged new programmes/modules o potentially uneconomical modules/programmes o number of undergraduates models iro pass rate < 70% o student pass rate o student drop out rate o quality of new first year students – M-score o success rate (EFTE's to PFTE's) o number of modules presented on Web CT **Under and postgraduate numbers including** o honours o masters o doctorates o number of new first years o number of first time first years **Research outputs** o accredited research output per C1 o NRF rated researchers o nature and extent of research output **Other relevant issues such as** o Space utilisation				

APPENDIX 3:

USER RESPONSES

1. Corporate

	LEADERSHIP	1.a.1 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	1.a.2 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	1.a.3 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	1.a.4 Do the leaders in my organisation review and improve the effectiveness of their own leadership?	1.a.5 Do the leaders in my organisation actively become involved in transformation processes?	1.a.6 Do the leaders in my organisation address public responsibilities and practice good citizenship?	1.b.1 Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	1.b.2 Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	1.b.3 Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	1.c.1 Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	1.c.2 Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?
1	#2-000001001	2	1	3	1	3	3	3	2	2	3	2
2	#2-000001002	2	1	3	1	2	3	3	1	3	2	3
3	#2-000001003	1	1	1	1	2	2	1	1	2	1	2
4	#2-000001004	2	2	1	2	2	2	3	3	2	2	3
5	#2-000001005	3	3	1	2	3	1	3	2	1	2	2
6	#2-000001006	2	2	2	2	2	3	2	1	2	2	2
7	#2-000001007	2	1	2	1	1	2	3	1	2	1	1
8	#2-000001008	1	2	1	1	1	2	1	1	1	2	2
9	#2-000001009	2	2	2	1	2	2	2	1	2	1	2
10	#2-00000100A	3	1	1	1	2	2	1	2	1	1	1
11	#2-00000100B	2	1	3	1	2	3	1	3	2	1	2
12	#2-00000100C	2	1	1	1	1	0	3	2	3	3	2
13	#2-00000100D	2	1	1	2	2	2	3	2	3	2	3

STRATEGY AND PLANNING		2.a.1 Does my organisation develop policy and strategy based upon:	2.a.2 Does my organisation communicate policy and strategy to its people?	2.b.1 Does my organisation review performance requirements and key performance measures?	2.b.2 Does my organisation track performance relative to plans?
1	#2-000001001	2	1	2	1
2	#2-000001002	3	4	2	1
3	#2-000001003	2	2	1	1
4	#2-000001004	2	2	2	2
5	#2-000001005	3	2	2	2
6	#2-000001006	2	2	1	2
7	#2-000001007	2	3	2	2
8	#2-000001008	1	1	1	1
9	#2-000001009	3	2	1	1
10	#2-00000100A	2	2	1	1
11	#2-00000100B	2	3	3	1
12	#2-00000100C	2	3	2	3
13	#2-00000100D	3	1	1	1

CUSTOMER AND MARKET FOCUS		3.a.1 Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	3.a.2 Does my organisation evaluate, process and act on information received?	3.a.3 Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	3.b.1 Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	3.b.2 Does my organisation resolve complaints promptly and effectively?
1	#2-000001001	2	2	1	2	1
2	#2-000001002	2	2	2	1	2
3	#2-000001003	1	2	1	1	2
4	#2-000001004	2	2	1	1	1
5	#2-000001005	2	2	2	1	1
6	#2-000001006	2	1	1	1	2
7	#2-000001007	2	2	2	2	2
8	#2-000001008	1	1	1	1	1
9	#2-000001009	2	1	1	2	1
10	#2-00000100A	1	1	1	1	1
11	#2-00000100B	2	1	1	2	2
12	#2-00000100C	2	2	2	3	2
13	#2-00000100D	2	2	1	2	2

	PEOPLE MANAGEMENT	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?	4.a.2 Does my organisation orientate new employees?	4.a.3 Does my organisation develop people through work experience?	4.a.4 Does my organisation acknowledge and manage cultural diversity within the workforce?	4.b.1 Does my organisation involve all its people in continuous improvement activities?	4.b.2 Does my organisation empower people to take action and evaluate the effectiveness?	4.b.3 Does my organisation achieve effective up, down and lateral communication?	4.b.4 Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	4.c.1 Does my organisation include well-being factors in improvement activities – for example, health and safety?
1	#2-000001001	3	1	3	3	1	1	2	2	3
2	#2-000001002	2	1	2	1	1	2	1	2	1
3	#2-000001003	1	1	2	1	1	1	1	1	2
4	#2-000001004	2	3	2	3	2	2	2	2	2
5	#2-000001005	3	2	2	2	2	3	2	3	3
6	#2-000001006	2	2	3	2	2	2	2	2	2
7	#2-000001007	2	1	2	3	1	2	1	2	2
8	#2-000001008	1	2	1	2	1	1	1	1	2
9	#2-000001009	1	1	2	1	1	1	1	1	1
10	#2-00000100A	1	3	2	2	2	1	2	1	1
11	#2-00000100B	2	1	2	2	2	1	1	1	1
12	#2-00000100C	1	2	3	1	2	2	2	2	1
13	#2-00000100D	1	2	3	1	1	2	1	2	3

	RESOURCES	5.a.1 Does my organisation use financial management to support policy and strategy?	5.a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	5.a.3 Does my organisation analyse and review organisation performance against budget?	5.b.1 Does my organisation structure and manage information to support policy and strategy?	5.b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?	5.b.3 Does my organisation ensure everyone has appropriate information to do their work?	5.c.1 Does my organisation make best use of buildings, equipment and other resources?	5.c.2 Does my organisation manage tender processes and contracts effectively?	5.c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?
1	#2-000001001	1	1	1	2	2	2	2	1	1
2	#2-000001002	1	2	2	3	3	3	3	2	3
3	#2-000001003	1	1	1	2	2	2	1	2	1
4	#2-000001004	3	2	2	2	2	3	1	2	3
5	#2-000001005	3	2	3	2	2	2	3	3	2
6	#2-000001006	2	3	1	2	2	2	2	2	2
7	#2-000001007	2	3	3	2	2	3	3	3	3
8	#2-000001008	2	1	1	1	1	1	2	1	1
9	#2-000001009	2	2	1	2	1	1	1	1	2
10	#2-00000100A	2	2	1	2	2	1	3	3	3
11	#2-00000100B	3	3	2	1	2	1	3	2	3
12	#2-00000100C	2	2	1	2	3	2	1	2	2
13	#2-00000100D	2	3	2	2	3	2	3	2	2

	PROCESSES	6.a.1 Does my organisation identify key processes?	6.a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	6.a.3 Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	6.a.4 Does my organisation establish process ownership, responsibility and accountability?	6.a.5 Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	6.b.1 Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	6.b.2 Does my organisation encourage the innovation and creative talents of employees in process improvement?	6.b.3 Does my organisation manage and support new or process changes through testing, communication and review?	6.a.1 Does my organisation identify key processes?
1	#2-000001001	2	3	3	3	2	2	3	2	2
2	#2-000001002	2	3	3	3	2	2	1	1	2
3	#2-000001003	2	2	1	2	3	2	1	1	2
4	#2-000001004	2	2	2	3	3	2	2	1	2
5	#2-000001005	3	2	2	3	3	2	3	2	3
6	#2-000001006	1	2	2	2	2	2	2	1	1
7	#2-000001007	2	2	3	2	2	3	2	2	2
8	#2-000001008	1	1	1	1	1	1	1	1	1
9	#2-000001009	2	2	2	1	1	2	1	1	2
10	#2-00000100A	2	1	1	1	2	1	1	2	2
11	#2-00000100B	2	1	1	1	2	3	1	3	2
12	#2-00000100C	2	2	2	3	2	3	1	2	2
13	#2-00000100D	2	3	2	3	2	2	1	1	2

	SOCIAL RESPONSIBILITY	**7.1** Does my organisation have results (supported by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	**7.2** Does my organisation have results that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	**7.3** Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	**7.4** Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?
1	#2-000001001	3	2	3	2
2	#2-000001002	2	3	2	3
3	#2-000001003	2	3	2	3
4	#2-000001004	2	3	1	3
5	#2-000001005	2	3	3	2
6	#2-000001006	3	3	2	2
7	#2-000001007	3	3	3	2
8	#2-000001008	1	2	2	2
9	#2-000001009	2	3	2	2
10	#2-00000100A	2	1	2	2
11	#2-00000100B	2	3	2	3
12	#2-00000100C	2	2	2	2
13	#2-00000100D	1	1	2	2

CUSTOMER SATISFACTION		8.1 Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:		8.2 Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:	
1	#2-000001001		1		1
2	#2-000001002		1		2
3	#2-000001003		1		1
4	#2-000001004		2		1
5	#2-000001005		2		2
6	#2-000001006		2		1
7	#2-000001007		2		3
8	#2-000001008		1		2
9	#2-000001009		1		2
10	#2-00000100A		1		1
11	#2-00000100B		3		2
12	#2-00000100C		1		1
13	#2-00000100D		2		1

	PEOPLE SATISFACTION	**9.1** Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:	**9.2** Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:	**9.3** Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
1	#2-000001001	2	1	1
2	#2-000001002	2	1	1
3	#2-000001003	1	1	1
4	#2-000001004	2	3	3
5	#2-000001005	2	2	3
6	#2-000001006	2	1	1
7	#2-000001007	2	2	2
8	#2-000001008	2	2	2
9	#2-000001009	1	1	2
10	#2-00000100A	2	1	2
11	#2-00000100B	2	2	1
12	#2-00000100C	1	1	2
13	#2-00000100D	2	1	2

	SUPPLIER AND PARTNERSHIP	10.01 Does my organisation have results (supported by numbers) that show trends in integrity?	10.02 Does my organisation have results (supported by numbers) that show trends in reliability?	10.03 Does my organisation have results (supported by numbers) that show trends in performance levels?	10.04 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	10.05 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	10.06 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	10.07 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	10.08 Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	10.09 Does my organisation have results (supported by numbers) that show trends in added value of partnerships?
1	#2-000001001	3	2	2	1	2	3	2	1	3
2	#2-000001002	3	2	2	2	2	2	1	1	2
3	#2-000001003	1	1	1	1	1	1	1	1	1
4	#2-000001004	2	2	2	2	2	2	3	2	2
5	#2-000001005	1	1	1	2	1	2	1	2	2
6	#2-000001006	2	2	2	2	2	1	2	1	1
7	#2-000001007	2	3	3	2	3	3	3	2	2
8	#2-000001008	1	2	1	1	1	1	2	1	1
9	#2-000001009	2	2	1	1	1	1	1	1	1
10	#2-00000100A	2	2	1	2	2	2	2	2	2
11	#2-00000100B	2	2	2	1	2	1	2	2	2
12	#2-00000100C	1	1	1	1	1	1	2	1	1
13	#2-00000100D	1	2	1	1	1	2	2	1	2

	RESULTS	11.a.1 Does my organisation have results (supported by numbers) that show trends in areas such as:	11.a.2 Does my organisation have results (supported by numbers) that show trends in balance sheet items including:	11.a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including:	11.a.4 Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:	11.b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	11.b.2 Does my organisation have results that show trends in key processes relating to areas such as:	11.b.3 Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:	11.b.4 Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:	11.b.5 Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
1	#2-000001001	4	3	2	3	2	2	3	1	1
2	#2-000001002	3	3	3	3	2	2	1	2	2
3	#2-000001003	3	2	2	1	1	2	1	2	2
4	#2-000001004	3	3	2	3	2	2	3	2	3
5	#2-000001005	3	3	2	3	2	2	2	2	2
6	#2-000001006	2	2	2	2	1	1	1	1	1
7	#2-000001007	3	3	3	3	3	3	3	3	3
8	#2-000001008	1	1	1	1	1	1	1	1	2
9	#2-000001009	4	3	3	3	2	2	1	2	2
10	#2-00000100A	3	3	3	3	2	1	2	2	2
11	#2-00000100B	3	3	3	3	2	1	1	3	2
12	#2-00000100C	4	2	3	3	2	2	2	2	2
13	#2-00000100D	3	3	3	3	3	2	2	2	3

2. Faculty A

	LEADERSHIP	1.a.1 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	1.a.2 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	1.a.3 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	1.a.4 Do the leaders in my organisation review and improve the effectiveness of their own leadership?	1.a.5 Do the leaders in my organisation actively become involved in transformation processes?	1.a.6 Do the leaders in my organisation address public responsibilities and practice good citizenship?	1.b.1 Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	1.b.2 Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	1.b.3 Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	1c.1 Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?
1	#11-000001001	3	3	2	3	4	3	2	3	3	2
2	#11-000001002	3	3	1	2	3	3	1	2	2	2
3	#11-000001003	2	3	3	3	4	3	2	3	2	2
4	#11-000001004	3	3	2	3	3	3	2	3	3	2
5	#11-000001005	1	2	3	1	3	2	2	1	2	1
6	#11-000001006	2	2	3	2	2	3	3	1	3	1
7	#11-000001007	3	3	3	2	3	4	2	1	3	2
8	#11-000001008	3	3	3	3	3	3	3	3	3	3
9	#11-000001009	3	3	3	3	3	4	3	3	4	3

STRATEGY AND PLANNING		2.a.1 Does my organisation develop policy and strategy based upon:	2.a.2 Does my organisation communicate policy and strategy to its people?	2.b.1 Does my organisation review performance requirements and key performance measures?	2.b.2 Does my organisation track performance relative to plans?
1	#11-000001001	2	3	3	3
2	#11-000001002	2	2	2	2
3	#11-000001003	1	1	1	1
4	#11-000001004	2	1	2	2
5	#11-000001005	1	2	1	1
6	#11-000001006	2	1	1	1
7	#11-000001007	3	2	1	1
8	#11-000001008	3	2	2	2
9	#11-000001009	3	2	3	2

CUSTOMER AND MARKET FOCUS		3.a.1 Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	3.a.2 Does my organisation evaluate, process and act on information received?	3.a.3 Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	3.b.1 Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	3.b.2 Does my organisation resolve complaints promptly and effectively?	2.a.1 Does my organisation develop policy and strategy based upon:
1	#11-000001001	3	3	2	3	3	2
2	#11-000001002	2	2	3	3	2	2
3	#11-000001003	2	2	2	1	2	1
4	#11-000001004	3	2	2	1	2	2
5	#11-000001005	2	2	3	3	1	1
6	#11-000001006	2	2	2	1	1	2
7	#11-000001007	3	2	3	1	3	3
8	#11-000001008	2	2	2	2	2	3
9	#11-000001009	3	3	3	3	4	3

	PEOPLE MANAGEMENT	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?	4.a.2 Does my organisation orientate new employees?	4.a.3 Does my organisation develop people through work experience?	4.a.4 Does my organisation acknowledge and manage cultural diversity within the workforce?	4.b.1 Does my organisation involve all its people in continuous improvement activities?	4.b.2 Does my organisation empower people to take action and evaluate the effectiveness?	4.b.3 Does my organisation achieve effective up, down and lateral communication?	4.b.4 Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	4.c.1 Does my organisation include well-being factors in improvement activities - for example, health and safety?	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?
1	#11-000001001	3	2	2	1	1	2	2	3	1	3
2	#11-000001002	2	1	2	1	2	1	1	1	1	2
3	#11-000001003	2	2	3	1	1	1	2	2	2	2
4	#11-000001004	2	1	2	3	2	3	1	2	2	2
5	#11-000001005	1	1	2	1	1	1	1	1	1	1
6	#11-000001006	1	1	1	2	1	1	1	1	1	1
7	#11-000001007	3	2	2	3	1	2	2	1	2	3
8	#11-000001008	3	1	3	2	2	3	3	1	1	3
9	#11-000001009	3	3	3	3	3	3	3	2	2	3

	RESOURCES AND INFORMATION MANAGEMENT	5.a.1 Does my organisation use financial management to support policy and strategy?	5.a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	5.a.3 Does my organisation analyse and review organisation performance against budget?	5.b.1 Does my organisation structure and manage information to support policy and strategy?	5.b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?	5.b.3 Does my organisation ensure everyone has appropriate information to do their work?	5.c.1 Does my organisation make best use of buildings, equipment and other resources?	5.c.2 Does my organisation manage tender processes and contracts effectively?	5.c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?	5.c.4 Does my organisation manage and optimise material inventories?
1	#11-000001001	2	3	3	3	2	3	3	3	3	3
2	#11-000001002	2	2	1	2	1	1	1	2	2	3
3	#11-000001003	1	2	2	3	2	3	3	2	3	2
4	#11-000001004	2	2	3	3	2	2	2	2	3	2
5	#11-000001005	1	2	1	1	1	2	1	2	1	1
6	#11-000001006	1	1	1	2	2	2	2	1	2	2
7	#11-000001007	2	3	3	2	3	2	3	1	2	2
8	#11-000001008	3	2	3	3	3	1	2	2	3	2
9	#11-000001009	3	3	2	3	3	2	2	2	4	3

	PROCESSES	**6.a.1** Does my organisation identify key processes?	**6.a.2** Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	**6.a.3** Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	**6.a.4** Does my organisation establish process ownership, responsibility and accountability?	**6.a.5** Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	**6.b.1** Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	**6.b.2** Does my organisation encourage the innovation and creative talents of employees in process improvement?	**6.b.3** Does my organisation manage and support new or process changes through testing, communication and review?
1	#11-000001001	3	3	3	3	2	2	2	2
2	#11-000001002	2	3	3	3	2	3	2	2
3	#11-000001003	1	2	2	2	1	2	2	2
4	#11-000001004	2	2	3	3	2	1	2	2
5	#11-000001005	2	1	1	2	1	1	1	1
6	#11-000001006	1	2	2	2	1	2	1	2
7	#11-000001007	2	3	2	2	1	2	2	2
8	#11-000001008	3	3	2	3	1	3	3	2
9	#11-000001009	3	3	2	3	2	4	3	2

	SOCIAL RESPONSIBILITY	7.1 Does my organisation have results (supported by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	7.2 Does my organisation have results that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?
1	#11-000001001	3	3		
2	#11-000001002	2	2	2	3
3	#11-000001003	2	3	1	3
4	#11-000001004	2	2	3	3
5	#11-000001005	1	1	2	2
6	#11-000001006	2	2	1	1
7	#11-000001007	2	2	2	3
8	#11-000001008	2	2	2	3
9	#11-000001009	3	4	2	3

	CUSTOMER SATISFACTION	8.1 Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:	8.2 Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:
1	#11-000001001	3	3
2	#11-000001002	3	2
3	#11-000001003	1	1
4	#11-000001004	2	2
5	#11-000001005	2	1
6	#11-000001006	1	1
7	#11-000001007	3	2
8	#11-000001008	2	2
9	#11-000001009	3	3

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PEOPLE SATISFACTION		9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:	9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:	9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
1	#11-000001001	3	3	3
2	#11-000001002	1	1	2
3	#11-000001003	2	1	1
4	#11-000001004	1	1	1
5	#11-000001005	2	1	1
6	#11-000001006	1	1	1
7	#11-000001007	3	3	2
8	#11-000001008	2	2	2
9	#11-000001009	3	4	4

	SUPPLIER AND PARTNERSHIP PERFORMANCE	10.01 Does my organisation have results (supported by numbers) that show trends in integrity?	10.02 Does my organisation have results (supported by numbers) that show trends in reliability?	10.03 Does my organisation have results (supported by numbers) that show trends in performance levels?	10.04 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	10.05 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	10.06 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	10.07 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?
1	#11-000001001	3	3	2	2	2	3	3
2	#11-000001002	2	2	3	1	2	2	2
3	#11-000001003	1	1	1	1	1	1	1
4	#11-000001004	1	1	1	1	1	1	1
5	#11-000001005	1	1	1	1	1	1	1
6	#11-000001006	1	1	1	1	1	1	1
7	#11-000001007	3	3	1	2	2	2	2
8	#11-000001008	1	1	2	3	2	3	3
9	#11-000001009	3	3	3	3	2	3	3

	RESULTS	11.a.1 Does my organisation have results (supported by numbers) that show trends in areas such as:	11.a.2 Does my organisation have results (supported by numbers) that show trends in balance sheet items including:	11.a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including:	11.a.4 Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:	11.b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	11.b.2 Does my organisation have results that show trends in key processes relating to areas such as:	11.b.3 Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:	11.b.4 Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:	11.b.5 Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:	11.b.6 Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as:
1	#11-000001001	3	1	2	3	3	2	2	1	2	1
2	#11-000001002	3	3	3	2	2	2	3	2	3	3
3	#11-000001003	1	1	1	1	1	1	1	1	1	1
4	#11-000001004	2	1	1	2	1	1	1	1	2	2
5	#11-000001005	2	2	2	1	1	1	1	1	1	1
6	#11-000001006	1	1	1	1	1	1	1	1	1	1
7	#11-000001007	2	1	2	1	1	1	1	1	2	1
8	#11-000001008	3	2	3	3	2	2	2	3	3	3
9	#11-000001009	2	2	4	2	2	2	2	3	4	3

3.3 Faculty B

	LEADERSHIP	1.a.1 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	1.a.2 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	1.a.3 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	1.a.4 Do the leaders in my organisation review and improve the effectiveness of their own leadership?	1.a.5 Do the leaders in my organisation actively become involved in transformation processes?	1.a.6 Do the leaders in my organisation address public responsibilities and practice good citizenship?	1.b.1 Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	1.b.2 Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	1.b.3 Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	1.c.1 Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?
1	#15-000001001	3	3	2	3	3	3	2	3	3	2
2	#15-000001002	3	3	2	2	3	3	4	2	3	2
3	#15-000001003	3	2	2	2	3	2	3	2	3	3
4	#15-000001004	2	2	3	2	3	1	4	3	4	2
5	#15-000001005	3	3	3	3	4	4	4	3	4	3
6	#15-000001006	3	3	2	2	3	3	4	2	3	3
7	#15-000001007	3	4	2	3	4	3	3	2	3	3
8	#15-000001008	2	3	2	2	3	2	4	3	1	2
9	#15-000001009	3	3	3	2	3	2	4	3	3	2
10	#15-00000100A	3	2	3	2	2	2	4	4	2	1
11	#15-00000100B	3	3	4	3	3	4	3	3	3	3

	STRATEGY AND PLANNING	2.a.1 Does my organisation develop policy and strategy based upon:	2.a.2 Does my organisation communicate policy and strategy to its people?	2.b.1 Does my organisation review performance requirements and key performance measures?	2.b.2 Does my organisation track performance relative to plans?
1	#15-000001001	3	3	2	2
2	#15-000001002	3	3	3	2
3	#15-000001003	2	2	2	2
4	#15-000001004	2	3	4	3
5	#15-000001005	3	4	4	3
6	#15-000001006	2	1	2	2
7	#15-000001007	4	2	2	1
8	#15-000001008	3	2	3	3
9	#15-000001009	3	4	3	3
10	#15-00000100A	1	4	3	3
11	#15-00000100B	3	3	3	3

	CUSTOMER AND MARKET FOCUS	3.a.1 Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	3.a.2 Does my organisation evaluate, process and act on information received?	3.a.3 Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	3.b.1 Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	3.b.2 Does my organisation resolve complaints promptly and effectively?
1	#15-000001001	3	3	2	2	2
2	#15-000001002	3	3	2	2	2
3	#15-000001003	2	3	2	3	2
4	#15-000001004	2	3	3	4	3
5	#15-000001005	3	4	3	2	4
6	#15-000001006	2	3	2	2	3
7	#15-000001007	2	3	2	3	3
8	#15-000001008	3	3	1	2	3
9	#15-000001009	3	3	2	1	3
10	#15-00000100A	2	3	2	2	4
11	#15-00000100B	3	3	2	2	4

	PEOPLE MANAGEMENT	4.a.1 — Does my organisation align the people resources plan with policy, strategy and values?	4.a.2 — Does my organisation orientate new employees?	4.a.3 — Does my organisation develop people through work experience?	4.a.4 — Does my organisation acknowledge and manage cultural diversity within the workforce?	4.b.1 — Does my organisation involve all its people in continuous improvement activities?	4.b.2 — Does my organisation empower people to take action and evaluate the effectiveness?	4.b.3 — Does my organisation achieve effective up, down and lateral communication?	4.b.4 — Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	4.c.1 — Does my organisation include well-being factors in improvement activities - for example, health and safety?	4.a.1 — Does my organisation align the people resources plan with policy, strategy and values?
1	#15-000001001	3	3	3	3	3	2	3	3	2	3
2	#15-000001002	2	2	3	3	3	2	2	3	1	2
3	#15-000001003	2	2	3	3	2	2	2	2	2	2
4	#15-000001004	4	3	2	3	4	3	2	4	1	4
5	#15-000001005	4	4	4	3	4	4	2	4	3	4
6	#15-000001006	2	2	3	3	2	2	1	2	1	2
7	#15-000001007	2	1	3	2	2	2	2	2	3	2
8	#15-000001008	3	3	3	3	3	3	2	2	1	3
9	#15-000001009	3	4	3	3	3	2	3	4	2	3
10	#15-00000100A	3	3	3	4	2	3	2	3	1	3
11	#15-00000100B	3	3	4	3	3	3	2	3	2	3

	RESOURCES AND INFORMATION MANAGEMENT	5.a.1 Does my organisation use financial management to support policy and strategy?	5.a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	5.a.3 Does my organisation analyse and review organisation performance against budget?	5.b.1 Does my organisation structure and manage information to support policy and strategy?	5.b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?	5.b.3 Does my organisation ensure everyone has appropriate information to do their work?	5.c.1 Does my organisation make best use of buildings, equipment and other resources?	5.c.2 Does my organisation manage tender processes and contracts effectively?	5.c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?	5.c.4 Does my organisation manage and optimise material inventories?
1	#15-000001001	3	2	3	2	3	3	2	3	3	2
2	#15-000001002	3	2	2	2	3	3	3	2	3	2
3	#15-000001003	3	2	2	3	2	3	3	2	3	2
4	#15-000001004	3	1	4	2	3	2	3	1	3	2
5	#15-000001005	3	3	4	3	3	4	3	2	3	3
6	#15-000001006	2	2	1	1	1	1	2	2	1	1
7	#15-000001007	3	2	1	2	3	3	3	1	3	3
8	#15-000001008	3	1	3	1	2	3	2	2	2	1
9	#15-000001009	3	2	2	3	2	3	2	3	3	2
10	#15-00000100A	4	2	3	2	2	3	4	2	3	2
11	#15-00000100B	3	3	2	3	3	2	3	3	3	2

PROCESSES		6.a.1 Does my organisation identify key processes?	6.a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	6.a.3 Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	6.a.4 Does my organisation establish process ownership, responsibility and accountability?	6.a.5 Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	6.b.1 Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	6.b.2 Does my organisation encourage the innovation and creative talents of employees in process improvement?	6.b.3 Does my organisation manage and support new or process changes through testing, communication and review?	6.a.1 Does my organisation identify key processes?	6.a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?
1	#15-000001001	2	3	3	2	1	2	3	2	2	3
2	#15-000001002	3	2	3	3	2	2	3	2	3	2
3	#15-000001003	3	3	2	2	2	2	3	2	3	3
4	#15-000001004	3	2	4	2	3	3	2	3	3	2
5	#15-000001005	4	3	4	2	2	3	3	2	4	3
6	#15-000001006	1	1	2	1	1	2	2	1	1	1
7	#15-000001007	2	3	3	1	2	2	2	2	2	3
8	#15-000001008	3	3	3	2	1	2	3	2	3	3
9	#15-000001009	4	2	3	3	3	3	4	3	4	2
10	#15-00000100A	2	3	3	4	4	3	2	3	2	3
11	#15-00000100B	3	3	3	3	2	3	3	3	3	3

	SOCIAL RESPONSIBILITY	7.1 Does my organisation have results (supported by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	7.2 Does my organisation have results that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?
1	#15-000001001	3	3	2	2
2	#15-000001002	2	3	3	2
3	#15-000001003	3	3	2	2
4	#15-000001004	3	4	2	1
5	#15-000001005	3	4	3	3
6	#15-000001006	2	3	1	2
7	#15-000001007	2	3	2	3
8	#15-000001008	2	2	2	2
9	#15-000001009	3	3	3	4
10	#15-00000100A	3	2	2	2
11	#15-00000100B	2	3	2	3

CUSTOMER SATISFACTION		8.1 Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:	8.2 Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:
1	#15-000001001	2	3
2	#15-000001002	3	2
3	#15-000001003	3	3
4	#15-000001004	3	3
5	#15-000001005	3	3
6	#15-000001006	1	2
7	#15-000001007	0	3
8	#15-000001008	2	2
9	#15-000001009	3	2
10	#15-00000100A	3	2
11	#15-00000100B	2	3

	PEOPLE SATISFACTION	**9.1** Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:		**9.2** Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:		**9.3** Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:	
1	#15-000001001		1		1		1
2	#15-000001002		3		2		2
3	#15-000001003		2		2		2
4	#15-000001004		1		1		1
5	#15-000001005		3		1		2
6	#15-000001006		1		1		1
7	#15-000001007		1		2		2
8	#15-000001008		1		1		1
9	#15-000001009		2		2		3
10	#15-00000100A		2		2		2
11	#15-00000100B		2		2		2

	SUPPLIER AND PARTNERSHIP PERFORMANCE	10.01 Does my organisation have results (supported by numbers) that show trends in integrity?	10.02 Does my organisation have results (supported by numbers) that show trends in reliability?	10.03 Does my organisation have results (supported by numbers) that show trends in performance levels?	10.04 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	10.05 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	10.06 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	10.07 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	10.08 Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	10.09 Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	10.10 Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?
1	#15-000001001	1	1	1	1	1	1	1	1	1	1
2	#15-000001002	2	2	2	2	2	2	2	2	2	2
3	#15-000001003	2	2	2	2	2	2	2	2	2	2
4	#15-000001004	1	1	2	1	1	1	1	3	2	1
5	#15-000001005	1	2	2	1	1	3	2	2	2	1
6	#15-000001006	1	1	1	1	1	1	1	1	1	2
7	#15-000001007	1	1	2	1	1	1	1	1	2	1
8	#15-000001008	1	1	1	1	1	2	1	1	2	2
9	#15-000001009	3	4	3	4	3	3	3	2	2	3
10	#15-00000100A	1	2	2	1	1	1	2	2	1	2
11	#15-00000100B	2	2	2	2	2	2	2	2	2	2

	RESULTS	11.a.1 Does my organisation have results (supported by numbers) that show trends in areas such as:	11.a.2 Does my organisation have results (supported by numbers) that show trends in balance sheet items including:	11.a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including:	11.a.4 Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:	11.b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	11.b.2 Does my organisation have results that show trends in key processes relating to areas such as:	11.b.3 Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:	11.b.4 Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:	11.b.5 Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:	11.b.6 Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as:
1	#15-000001001	2	2	2	1	2	1	1	1	1	1
2	#15-000001002	3	2	3	3	3	2	2	2	2	2
3	#15-000001003	3	2	3	2	2	2	2	2	2	2
4	#15-000001004	2	4	4	3	2	2	1	2	1	1
5	#15-000001005	1	1	2	3	2	1	1	2	2	1
6	#15-000001006	1	3	3	3	1	1	1	1	1	1
7	#15-000001007	3	1	2	1	1	1	1	1	1	1
8	#15-000001008	1	2	3	1	2	1	2	1	2	1
9	#15-000001009	4	4	4	4	4	3	3	3	4	3
10	#15-00000100A	4	2	3	1	3	2	2	2	2	2
11	#15-00000100B	3	2	2	2	2	2	2	2	2	2

3.4 Faculty C

	LEADERSHIP	1.a.1 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	1.a.2 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	1.a.3 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	1.a.4 Do the leaders in my organisation review and improve the effectiveness of their own leadership?	1.a.5 Do the leaders in my organisation actively become involved in transformation processes?	1.a.6 Do the leaders in my organisation address public responsibilities and practice good citizenship?	1.b.1 Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	1.b.2 Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	1.b.3 Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	1.c.1 Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?
1	#19-000001001	3	2	3	2	3	2	2	2	2	3
2	#19-000001002	3	3	2	2	1	1	1	3	3	3
3	#19-000001003	2	1	1	2	2	2	1	1	1	2
4	#19-000001004	2	2	2	2	2	2	1	2	2	2
5	#19-000001005	3	2	2	1	2	3	2	1	2	2
6	#19-000001006	3	2	3	3	3	3	2	2	2	2
7	#19-000001007	3	2	3	2	2	2	3	3	3	2
8	#19-000001008	3	2	2	3	3	3	1	3	1	2

	STRATEGY AND PLANNING	2.a.1 Does my organisation develop policy and strategy based upon:	2.a.2 Does my organisation communicate policy and strategy to its people?	2.b.1 Does my organisation review performance requirements and key performance measures?	2.b.2 Does my organisation track performance relative to plans?
1	#19-000001001	3	2	2	2
2	#19-000001002	3	2	1	1
3	#19-000001003	2	1	2	2
4	#19-000001004	3	2	3	2
5	#19-000001005	2	3	2	1
6	#19-000001006	3	2	2	2
7	#19-000001007	2	3	2	3
8	#19-000001008	3	1	1	1

	CUSTOMER AND MARKET FOCUS	3.a.1 Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	3.a.2 Does my organisation evaluate, process and act on information received?	3.a.3 Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	3.b.1 Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	3.b.2 Does my organisation resolve complaints promptly and effectively?
1	#19-000001001	3	3	3	3	3
2	#19-000001002	2	2	2	2	3
3	#19-000001003	1	2	1	2	2
4	#19-000001004	2	3	2	3	2
5	#19-000001005	2	3	2	3	2
6	#19-000001006	3	3	2	2	2
7	#19-000001007	3	3	3	3	2
8	#19-000001008	3	1	2	2	1

	PEOPLE MANAGEMENT	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?	4.a.2 Does my organisation orientate new employees?	4.a.3 Does my organisation develop people through work experience?	4.a.4 Does my organisation acknowledge and manage cultural diversity within the workforce?	4.b.1 Does my organisation involve all its people in continuous improvement activities?	4.b.2 Does my organisation empower people to take action and evaluate the effectiveness?	4.b.3 Does my organisation achieve effective up, down and lateral communication?	4.b.4 Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	4.c.1 Does my organisation include well-being factors in improvement activities - for example, health and safety?	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?
1	#19-000001001	4	2	3	4	3	2	3	2	3	4
2	#19-000001002	3	2	4	2	2	1	2	2	3	3
3	#19-000001003	2	3	3	3	1	1	1	2	1	2
4	#19-000001004	3	2	2	3	2	2	2	2	3	3
5	#19-000001005	3	1	3	1	2	1	2	2	1	3
6	#19-000001006	1	1	3	2	2	1	2	2	1	1
7	#19-000001007	3	3	4	2	2	2	3	3	2	3
8	#19-000001008	1	1	2	3	2	1	2	2	1	1

		5.a.1	5.a.2	5.a.3	5.b.1	5.b.2	5.b.3	5.c.1	5.c.2	5.c.3	5.c.4
RESOURCES AND INFORMATION MANAGEMENT		Does my organisation use financial management to support policy and strategy?	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	Does my organisation analyse and review organisation performance against budget?	Does my organisation structure and manage information to support policy and strategy?	Does my organisation evaluate and keep current with changing customer and stakeholder needs?	Does my organisation ensure everyone has appropriate information to do their work?	Does my organisation make best use of buildings, equipment and other resources?	Does my organisation manage tender processes and contracts effectively?	Does my organisation identify, evaluate and use alternative and emerging technologies?	Does my organisation manage and optimise material inventories?
1	#19-000001001	4	4	3	2	3	3	4	3	2	3
2	#19-000001002	3	3	3	2	2	2	4	2	3	3
3	#19-000001003	3	3	3	2	1	1	4	2	1	3
4	#19-000001004	3	3	3	3	3	1	4	2	2	2
5	#19-000001005	3	3	3	3	2	2	4	2	2	2
6	#19-000001006	2	2	2	2	2	2	4	2	2	3
7	#19-000001007	4	2	2	2	3	2	3	1	3	2
8	#19-000001008	2	2	3	2	2	2	4	2	2	3

	PROCESSES	6.a.1 Does my organisation identify key processes?	6.a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	6.a.3 Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	6.a.4 Does my organisation establish process ownership, responsibility and accountability?	6.a.5 Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	6.b.1 Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	6.b.2 Does my organisation encourage the innovation and creative talents of employees in process improvement?	6.b.3 Does my organisation manage and support new or process changes through testing, communication and review?	6.a.1 Does my organisation identify key processes?	6.a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?
1	#19-000001001	3	3	3	2	3	3	3	3	3	3
2	#19-000001002	3	3	3	2	3	4	3	1	3	3
3	#19-000001003	2	2	2	3	2	2	2	2	2	2
4	#19-000001004	3	3	3	2	2	3	3	2	3	3
5	#19-000001005	3	2	3	2	2	2	2	2	3	2
6	#19-000001006	3	2	3	2	2	3	2	2	3	2
7	#19-000001007	4	2	2	3	3	2	3	2	4	2
8	#19-000001008	2	2	3	1	1	3	3	1	2	2

	SOCIAL RESPONSIBILITY	7.1 Does my organisation have results (supported by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	7.2 Does my organisation have results that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?
1	#19-000001001	3	3	4	3
2	#19-000001002	2	3	3	1
3	#19-000001003	2	4	4	3
4	#19-000001004	3	3	3	3
5	#19-000001005	2	4	2	2
6	#19-000001006	2	2	3	2
7	#19-000001007	2	3	3	2
8	#19-000001008	4	4	3	3

	CUSTOMER SATISFACTION	8.1 Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:	8.2 Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:
1	#19-000001001	3	3
2	#19-000001002	3	2
3	#19-000001003	2	2
4	#19-000001004	2	2
5	#19-000001005	2	3
6	#19-000001006	2	1
7	#19-000001007	1	3
8	#19-000001008	2	2

	PEOPLE SATISFACTION	**9.1** Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:	**9.2** Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:	**9.3** Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
1	#19-000001001	3	3	3
2	#19-000001002	3	3	3
3	#19-000001003	3	3	3
4	#19-000001004	3	3	3
5	#19-000001005	2	2	3
6	#19-000001006	1	2	3
7	#19-000001007	2	3	3
8	#19-000001008	1	3	3

	SUPPLIER AND PARTNERSHIP PERFORMANCE	10.01 Does my organisation have results (supported by numbers) that show trends in integrity?	10.02 Does my organisation have results (supported by numbers) that show trends in reliability?	10.03 Does my organisation have results (supported by numbers) that show trends in performance levels?	10.04 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	10.05 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	10.06 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	10.07 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	10.08 Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	10.09 Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	10.10 Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?
1	#19-000001001	2	2	3	2	3	2	3	3	3	1
2	#19-000001002	1	1	1	1	2	1	1	2	1	1
3	#19-000001003	2	2	2	3	2	1	1	2	2	2
4	#19-000001004	1	1	1	2	1	2	3	3	3	3
5	#19-000001005	2	2	2	1	2	2	3	3	1	1
6	#19-000001006	1	1	1	1	1	2	2	2	1	2
7	#19-000001007	3	3	2	2	3	2	3	3	3	1
8	#19-000001008	1	1	1	1	1	1	1	2	2	2

	RESULTS	11.a.1 Does my organisation have results (supported by numbers) that show trends in areas such as:	11.a.2 Does my organisation have results (supported by numbers) that show trends in balance sheet items including:	11.a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including:	11.a.4 Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:	11.b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	11.b.2 Does my organisation have results that show trends in key processes relating to areas such as:	11.b.3 Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:	11.b.4 Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:	11.b.5 Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:	11.a.1 Does my organisation have results (supported by numbers) that show trends in areas such as:
1	#19-000001001	3	3	3	2	3	2	2	2	3	3
2	#19-000001002	3	3	2	1	2	2	2	2	2	3
3	#19-000001003	4	3	2	1	3	2	2	2	3	4
4	#19-000001004	3	3	2	1	3	2	2	2	2	3
5	#19-000001005	3	3	3	1	2	2	1	2	2	3
6	#19-000001006	3	3	2	1	2	1	1	2	2	3
7	#19-000001007	4	3	3	1	2	1	2	1	2	4
8	#19-000001008	4	1	2	1	3	2	2	2	3	4

3.5 Faculty D

	LEADERSHIP	1.a.1 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	1.a.2 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	1.a.3 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	1.a.4 Do the leaders in my organisation review and improve the effectiveness of their own leadership?	1.a.5 Do the leaders in my organisation actively become involved in transformation processes?	1.a.6 Do the leaders in my organisation address public responsibilities and practice good citizenship?	1.b.1 Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	1.b.2 Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	1.b.3 Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	1.c.1 Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?
1	#27-000001001	3	2	3	2	1	1	0	3	2	1
2	#27-000001002	2	3	2	1	2	2	2	3	1	2
3	#27-000001003	1	2	3	1	2	1	2	1	3	1
4	#27-000001004	2	1	2	2	2	1	3	3	1	2
5	#27-000001005	2	2	2	2	2	2	2	2	2	1
6	#27-000001006	4	3	4	3	2	4	4	1	4	4
7	#27-000001007	1	2	2	2	3	2	2	2	2	2
8	#27-000001008	2	2	2	1	1	2	2	1	2	2
9	#27-000001009	3	2	2	3	1	2	0	2	2	2
10	#27-00000100A	2	3	3	2	3	3	3	2	3	2

	STRATEGY AND PLANNING	2.a.1 Does my organisation develop policy and strategy based upon:	2.a.2 Does my organisation communicate policy and strategy to its people?	2.b.1 Does my organisation review performance requirements and key performance measures?	2.b.2 Does my organisation track performance relative to plans?
1	#27-000001001	2	2	2	3
2	#27-000001002	2	1	2	3
3	#27-000001003	2	1	3	2
4	#27-000001004	2	1	1	2
5	#27-000001005	2	2	2	1
6	#27-000001006	2	3	3	3
7	#27-000001007	2	2	3	3
8	#27-000001008	2	2	3	2
9	#27-000001009	3	3	3	3
10	#27-00000100A	1	1	2	3

CUSTOMER AND MARKET FOCUS		3.a.1 Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	3.a.2 Does my organisation evaluate, process and act on information received?	3.a.3 Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	3.b.1 Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	3.b.2 Does my organisation resolve complaints promptly and effectively?
1	#27-000001001	1	2	3	3	2
2	#27-000001002	2	2	1	2	1
3	#27-000001003	4	2	3	2	1
4	#27-000001004	1	1	1	1	1
5	#27-000001005	1	2	2	2	1
6	#27-000001006	3	3	2	1	1
7	#27-000001007	4	3	3	2	3
8	#27-000001008	2	3	2	2	3
9	#27-000001009	2	2	1	2	2
10	#27-00000100A	2	2	2	1	3

PEOPLE MANAGEMENT		4.a.1	4.a.2	4.a.3	4.a.4	4.b.1	4.b.2	4.b.3	4.b.4	4.c.1	4.a.1
		Does my organisation align the people resources plan with policy, strategy and values?	Does my organisation orientate new employees?	Does my organisation develop people through work experience?	Does my organisation acknowledge and manage cultural diversity within the workforce?	Does my organisation involve all its people in continuous improvement activities?	Does my organisation empower people to take action and evaluate the effectiveness?	Does my organisation achieve effective up, down and lateral communication?	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	Does my organisation include well-being factors in improvement activities - for example, health and safety?	Does my organisation align the people resources plan with policy, strategy and values?
1	#27-000001001	2	1	4	1	1	3	3	1	1	2
2	#27-000001002	1	2	1	1	1	1	1	2	3	1
3	#27-000001003	1	1	1	3	1	2	2	1	2	1
4	#27-000001004	1	1	2	2	2	3	1	1	2	1
5	#27-000001005	1	1	2	1	1	1	1	1	2	1
6	#27-000001006	3	1	3	4	1	3	3	3	1	3
7	#27-000001007	1	1	3	1	2	3	3	3	3	1
8	#27-000001008	3	4	3	2	2	2	2	2	3	3
9	#27-000001009	2	1	1	2	4	3	3	2	3	2
10	#27-00000100A	3	3	2	2	2	2	1	2	1	3

	RESOURCES AND INFORMATION MANAGEMENT	5.a.1 Does my organisation use financial management to support policy and strategy?	5.a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	5.a.3 Does my organisation analyse and review organisation performance against budget?	5.b.1 Does my organisation structure and manage information to support policy and strategy?	5.b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?	5.b.3 Does my organisation ensure everyone has appropriate information to do their work?	5.c.1 Does my organisation make best use of buildings, equipment and other resources?	5.c.2 Does my organisation manage tender processes and contracts effectively?	5.c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?	5.c.4 Does my organisation manage and optimise material inventories?
1	#27-000001001	3	2	1	1	2	1	2	2	4	3
2	#27-000001002	3	2	2	1	3	1	2	1	3	3
3	#27-000001003	1	2	1	2	3	1	2	1	4	2
4	#27-000001004	3	3	2	2	1	2	1	2	3	3
5	#27-000001005	2	1	1	2	2	2	2	2	2	2
6	#27-000001006	4	3	4	4	3	2	2	3	3	2
7	#27-000001007	3	2	1	2	2	3	2	2	3	3
8	#27-000001008	3	2	3	2	2	3	3	2	2	2
9	#27-000001009	2	2	3	2	2	1	3	1	2	4
10	#27-00000100A	3	2	1	2	1	2	3	3	3	2

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	PROCESSES	6.a.1 Does my organisation identify key processes?	6.a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	6.a.3 Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	6.a.4 Does my organisation establish process ownership, responsibility and accountability?	6.a.5 Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	6.b.1 Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	6.b.2 Does my organisation encourage the innovation and creative talents of employees in process improvement?	6.b.3 Does my organisation manage and support new or process changes through testing, communication and review?
1	#27-000001001	1	2	3	3	1	1	2	1
2	#27-000001002	2	2	2	2	1	1	1	1
3	#27-000001003	2	3	3	1	2	2	1	2
4	#27-000001004	1	1	2	2	3	3	2	2
5	#27-000001005	2	2	3	2	2	1	1	2
6	#27-000001006	4	3	2	3	3	1	3	3
7	#27-000001007	3	3	2	3	2	2	2	3
8	#27-000001008	2	2	2	2	2	2	2	2
9	#27-000001009	3	2	2	3	3	2	3	
10	#27-00000100A	1	2	2	3	1	2	3	

	SOCIAL RESPONSIBILITY	7.1 Does my organisation have results (supported by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	7.2 Does my organisation have results that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?
1	#27-000001001	2	2	2	2
2	#27-000001002	1	1	2	1
3	#27-000001003	4	3	3	3
4	#27-000001004	3	3	1	3
5	#27-000001005	2	2	2	2
6	#27-000001006	1	4	4	3
7	#27-000001007	1	2	2	3
8	#27-000001008	2	2	2	3
9	#27-000001009	2	2	2	3
10	#27-00000100A	3	3	3	3

	CUSTOMER SATISFACTION	8.1 Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:	8.2 Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:
1	#27-000001001	2	2
2	#27-000001002	3	2
3	#27-000001003	3	1
4	#27-000001004	3	1
5	#27-000001005	2	2
6	#27-000001006	2	2
7	#27-000001007	3	2
8	#27-000001008	3	2
9	#27-000001009	3	3
10	#27-00000100A	3	2

	PEOPLE SATISFACTION	**9.1** Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:	**9.2** Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:	**9.3** Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
1	#27-000001001	2	1	1
2	#27-000001002	1	1	1
3	#27-000001003	1	1	1
4	#27-000001004	3	2	3
5	#27-000001005	1	3	2
6	#27-000001006	2	3	2
7	#27-000001007	3	1	2
8	#27-000001008	2	2	2
9	#27-000001009	3	2	2
10	#27-00000100A	2		

	SUPPLIER AND PARTNERSHIP PERFORMANCE	10.01 Does my organisation have results (supported by numbers) that show trends in integrity?	10.02 Does my organisation have results (supported by numbers) that show trends in reliability?	10.03 Does my organisation have results (supported by numbers) that show trends in performance levels?	10.04 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	10.05 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	10.06 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	10.07 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	10.08 Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	10.09 Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	10.10 Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?
1	#27-000001001	1	1	1	1	1	1	1	1	1	1
2	#27-000001002	1	1	1	1	1	1	1	1	1	1
3	#27-000001003	2	2	2	1	1	1	1	1	1	4
4	#27-000001004	3	3	1	1	1	1	2	1	2	1
5	#27-000001005	2	2	2	1	1	1	1	1	1	1
6	#27-000001006	1	1	1	3	1	3	3	3	2	2
7	#27-000001007	2	2	2	1	2	2	2	2	2	1
8	#27-000001008	2	2	2	1	2	2	2	1	1	2
9	#27-000001009	3	2	3	2	2	2	2	2	2	1
10	#27-00000100A	1	2	2	1	1	2	3	3	2	2

	RESULTS	11.a.1 Does my organisation have results (supported by numbers) that show trends in areas such as:	11.a.2 Does my organisation have results (supported by numbers) that show trends in balance sheet items including:	11.a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including:	11.a.4 Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:	11.b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	11.b.2 Does my organisation have results that show trends in key processes relating to areas such as:	11.b.3 Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:	11.b.4 Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:	11.b.5 Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:	11.b.6 Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as:
1	#27-000001001	3	2	3	4	2	1	2	1	1	2
2	#27-000001002	3	3	2	2	1	1	1	1	2	1
3	#27-000001003	4	1	2	1	3	3	4	1	3	1
4	#27-000001004	3	3	3	3	1	3	3	2	3	3
5	#27-000001005	2	2	2	2	2	2	2	2	2	1
6	#27-000001006	3	3	3	1	2	1	2	3	3	3
7	#27-000001007	2	1	2	1	1	3	3	1	1	2
8	#27-000001008	3	2	3	2	2	2	2	2	3	2
9	#27-000001009	3	2	1	2	2	3	2	1	2	2
10	#27-00000100A	3	2	1	3	2	3	2	2	2	2

3.6   Faculty E

	LEADERSHIP	1.a.2 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	1.a.3 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	1.a.4 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	1.a.5 Do the leaders in my organisation review and improve the effectiveness of their own leadership?	1.a.6 Do the leaders in my organisation actively become involved in transformation processes?	1.b.1 Do the leaders in my organisation address public responsibilities and practice good citizenship?	1.b.2 Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	1.b.3 Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	1.c.1 Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	1.c.2 Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	1.a.2 Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?	1.a.3 Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	1.a.4 Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	1.a.5 Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?
1	#7-000001001	2	3	2	1	3	2	3	1	3	2	2	2	3	2
2	#7-000001002	3	3	2	2	2	3	3	1	2	1	2	3	3	2
3	#7-000001003	3	3	3	2	2	2	3	3	2	3	2	3	3	3
4	#7-000001004	3	2	2	2	2	2	3	2	3	2	3	3	2	2
5	#7-000001005	3	3	2	3	2	3	2	2	2	3	2	3	3	2
6	#7-000001006	3	3	2	3	2	3	3	4	2	2	2	3	3	2
7	#7-000001007	3	3	4	2	3	3	4	2	3	2	2	3	3	4
8	#7-000001008	2	3	4	2	2	3	4	2	2	2	2	2	3	4
9	#7-000001009	3	2	3	2	1	2	1	1	2	2	2	3	2	3
10	#7-00000100A	3	2	3	2	1	3	4	2	2	2	2	3	2	3
11	#7-00000100B	3	3	4	3	3	3	3	2	2	2	2	3	3	4

STRATEGY AND PLANNING		2.a.1 Does my organisation develop policy and strategy based upon:	2.a.2 Does my organisation communicate policy and strategy to its people?	2.b.1 Does my organisation review performance requirements and key performance measures?	2.b.2 Does my organisation track performance relative to plans?
1	#7-000001001	3	2	1	2
2	#7-000001002	3	2	2	2
3	#7-000001003	2	3	2	2
4	#7-000001004	2	3	3	2
5	#7-000001005	2	2	2	3
6	#7-000001006	3	3	3	3
7	#7-000001007	3	2	4	2
8	#7-000001008	2	2	2	2
9	#7-000001009	2	3	3	3
10	#7-00000100A	2	2	3	2
11	#7-00000100B	3	2	2	2

CUSTOMER AND MARKET FOCUS		3.a.1 Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	3.a.2 Does my organisation evaluate, process and act on information received?	3.a.3 Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	3.b.1 Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	3.b.2 Does my organisation resolve complaints promptly and effectively?
1	#7-000001001	2	1	2	2	1
2	#7-000001002	2	2	2	2	1
3	#7-000001003	2	2	2	3	3
4	#7-000001004	2	3	3	2	3
5	#7-000001005	3	3	3	4	3
6	#7-000001006	2	2	1	3	4
7	#7-000001007	2	2	2	3	3
8	#7-000001008	2	2	2	2	3
9	#7-000001009	2	3	2	2	3
10	#7-00000100A	1	2	2	2	3
11	#7-00000100B	2	2	2	2	2

	PEOPLE MANAGEMENT	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?	4.a.2 Does my organisation orientate new employees?	4.a.3 Does my organisation develop people through work experience?	4.a.4 Does my organisation acknowledge and manage cultural diversity within the workforce?	4.b.1 Does my organisation involve all its people in continuous improvement activities?	4.b.2 Does my organisation empower people to take action and evaluate the effectiveness?	4.b.3 Does my organisation achieve effective up, down and lateral communication?	4.b.4 Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	4.c.1 Does my organisation include well-being factors in improvement activities - for example, health and safety?
1	#7-000001001	2	1	2	3	2	3	2	2	1
2	#7-000001002	2	1	3	2	2	3	1	2	1
3	#7-000001003	2	2	3	3	2	3	2	2	2
4	#7-000001004	4	3	3	1	2	2	3	2	2
5	#7-000001005	2	3	3	2	1	3	3	2	1
6	#7-000001006	1	3	3	1	2	2	2	3	2
7	#7-000001007	3	2	3	2	2	1	3	2	3
8	#7-000001008	2	2	4	2	1	3	2	2	1
9	#7-000001009	2	2	1	1	1	2	2	2	2
10	#7-00000100A	2	2	3	2	2	2	2	3	1
11	#7-00000100B	3	2	3	2	2	2	2	2	1

	RESOURCES AND INFORMATION MANAGEMENT	5.a.1 Does my organisation use financial management to support policy and strategy?	5.a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	5.a.3 Does my organisation analyse and review organisation performance against budget?	5.b.1 Does my organisation structure and manage information to support policy and strategy?	5.b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?	5b.3 Does my organisation ensure everyone has appropriate information to do their work?	5c.1 Does my organisation make best use of buildings, equipment and other resources?	5c.2 Does my organisation manage tender processes and contracts effectively?	5c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?	5c.4 Does my organisation manage and optimise material inventories?	5c.5 Does my organisation improve supplier and partner relationships?
1	#7-000001001	3	3	2	2	3	3	3	2	3	2	2
2	#7-000001002	3	3	3	2	1	2	2	3	3	2	3
3	#7-000001003	3	3	2	2	2	3	2	2	2	2	2
4	#7-000001004	2	2	2	3	2	3	3	3	3	2	3
5	#7-000001005	3	4	3	3	3	3	2	3	4	4	2
6	#7-000001006	3	3	3	2	3	2	2	3	3	3	3
7	#7-000001007	3	3	3	3	2	3	3	3	3	2	2
8	#7-000001008	3	2	2	2	1	2	3	2	3	2	2
9	#7-000001009	2	3	2	2	2	2	4	4	3	2	3
10	#7-00000100A	3	3	2	2	3	2	3	3	2	2	3
11	#7-00000100B	3	3	3	3	3	2	2	3	2	3	3

	PROCESSES	6.a.1 Does my organisation identify key processes?	6.a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	6.a.3 Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	6.a.4 Does my organisation establish process ownership, responsibility and accountability?	6.a.5 Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	6.b.1 Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	6.b.2 Does my organisation encourage the innovation and creative talents of employees in process improvement?	6.b.3 Does my organisation manage and support new or process changes through testing, communication and review?
1	#7-000001001	2	2	2	1	1	2	2	1
2	#7-000001002	2	1	2	3	1	1	2	3
3	#7-000001003	2	1	1	2	1	3	3	2
4	#7-000001004	2	3	2	3	3	2	3	2
5	#7-000001005	3	3	2	2	2	3	3	3
6	#7-000001006	3	3	3	4	3	3	3	3
7	#7-000001007	3	2	2	3	2	2	3	3
8	#7-000001008	2	3	2	3	2	2	3	2
9	#7-000001009	3	2	3	2	2	3	1	2
10	#7-00000100A	3	2	3	3	1	3	3	2
11	#7-00000100B	3	3	2	3	2	3	3	3

	SOCIAL RESPONSIBILITY	7.1 Does my organisation have results (supported by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	7.2 Does my organisation have results that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?
1	#7-000001001	3	3	3	3
2	#7-000001002	3	3	2	3
3	#7-000001003	2	1	2	1
4	#7-000001004	3	3	2	3
5	#7-000001005	3	3	2	4
6	#7-000001006	2	3	1	3
7	#7-000001007	2	3	2	3
8	#7-000001008	2	2	2	2
9	#7-000001009	2	1	2	3
10	#7-00000100A	2	2	2	3
11	#7-00000100B	3	3	2	3

	CUSTOMER SATISFACTION	**8.1** Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:	**8.2** Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:
1	#7-000001001	3	1
2	#7-000001002	3	2
3	#7-000001003	2	1
4	#7-000001004	3	1
5	#7-000001005	3	2
6	#7-000001006	1	3
7	#7-000001007	2	2
8	#7-000001008	3	2
9	#7-000001009	2	2
10	#7-00000100A	2	2
11	#7-00000100B	3	1

PEOPLE SATISFACTION		9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:	9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:	9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
1	#7-000001001	2	3	2
2	#7-000001002	2	1	2
3	#7-000001003	1	2	1
4	#7-000001004	2	3	2
5	#7-000001005	2	2	2
6	#7-000001006	1	1	1
7	#7-000001007	2	3	1
8	#7-000001008	2	3	3
9	#7-000001009	2	3	2
10	#7-00000100A	2	2	2
11	#7-00000100B	2	3	3

	SUPPLIER AND PARTNERSHIP PERFORMANCE	10.01 Does my organisation have results (supported by numbers) that show trends in integrity?	10.02 Does my organisation have results (supported by numbers) that show trends in reliability?	10.03 Does my organisation have results (supported by numbers) that show trends in performance levels?	10.04 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	10.05 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	10.06 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	10.07 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	10.08 Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	10.09 Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	10.10 Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?
1	#27-000001001	1	1	1	1	1	1	1	1	1	1
2	#27-000001002	1	1	1	1	1	1	1	1	1	1
3	#27-000001003	2	2	2	1	1	1	1	1	1	4
4	#27-000001004	3	3	1	1	1	1	2	1	2	1
5	#27-000001005	2	2	2	1	1	1	1	1	1	1
6	#27-000001006	1	1	1	3	1	3	3	3	2	2
7	#27-000001007	2	2	2	1	2	2	2	2	2	1
8	#27-000001008	2	2	2	1	2	2	2	1	1	2
9	#27-000001009	3	2	3	2	2	2	2	2	2	1
10	#27-00000100A	1	2	2	1	1	2	3	3	2	2

	Results	11.a.1 Does my organisation have results (supported by numbers) that show trends in areas such as:	11.a.2 Does my organisation have results (supported by numbers) that show trends in balance sheet items including:	11.a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including:	11.a.4 Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:	11.b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	11.b.2 Does my organisation have results that show trends in key processes relating to areas such as:	11.b.3. Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:	11.b.4 Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:	11.b.5 Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:	11.b.6. Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as:
1	#7-000001001	3	2	3	3	1	3	1	3	1	1
2	#7-000001002	2	2	2	3	3	2	2	1	2	2
3	#7-000001003	1	1	1	1	1	1	1	1	1	1
4	#7-000001004	1	2	1	1	1	2	1	1	1	1
5	#7-000001005	3	3	3	3	2	3	3	2	3	2
6	#7-000001006	4	3	4	3	2	4	4	1	1	1
7	#7-000001007	3	3	3	2	2	2	2	1	2	2
8	#7-000001008	3	3	1	1	2	2	2	1	1	1
9	#7-000001009	2	2	2	1	2	3	2	1	1	3
10	#7-00000100A	3	3	3	3	2	3	2	2	3	2
11	#7-00000100B	3	3	3	2	2	1	1	2	1	2

3.7   Department A

		1.a.1	1.a.2	1.a.3	1.a.4	1.a.5	1.a.6	1.b.1	1.b.2	1.b.3	1.c.1	1.c.2
	LEADERSHIP	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	Do the leaders in my organisation actively become involved in transformation processes?	Do the leaders in my organisation address public responsibilities and practice good citizenship?	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?
1	#23-000001001	4	3	3	1	2	2	3	1	4	3	3
2	#23-000001002	3	3	3	2	4	2	4	2	4	3	3
3	#23-000001003	4	2	3	2	4	2	2	2	3	2	2
4	#23-000001004	3	2	3	2	2	2	3	2	3	1	2
5	#23-000001005	3	3	2	3	3	4	3	1	3	2	2
6	#23-000001006	3	3	3	3	4	3	3	3	3	4	4
7	#23-000001007	3	3	2	3	3	3	3	2	3	2	2
8	#23-000001008	2	2	3	2	2	3	3	2	3	2	3
9	#23-000001009	3	4	4	3	4	3	4	2	4	4	4
10	#23-00000100A	3	2	3	2	3	3	3	2	3	3	3
11	#23-00000100B	3	3	3	2	3	2	3	2	3	3	3
12	#23-00000100C	2	3	3	2	4	3	2	2	4	2	2

	STRATEGY AND PLANNING	2.a.1 Does my organisation develop policy and strategy based upon:	2.a.2 Does my organisation communicate policy and strategy to its people?	2.b.1 Does my organisation review performance requirements and key performance measures?	2.b.2 Does my organisation track performance relative to plans?
1	#23-000001001	4	3	2	2
2	#23-000001002	4	4	4	4
3	#23-000001003	3	3	2	3
4	#23-000001004	3	2	3	2
5	#23-000001005	3	2	2	1
6	#23-000001006	2	2	2	2
7	#23-000001007	3	3	3	2
8	#23-000001008	3	3	2	3
9	#23-000001009	4	2	2	3
10	#23-00000100A	3	3	2	3
11	#23-00000100B	2	2	2	3
12	#23-00000100C	3	3	2	2

	CUSTOMER AND MARKET FOCUS	3.a.1 Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	3.a.2 Does my organisation evaluate, process and act on information received?	3.a.3 Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	3.b.1 Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	3.b.2 Does my organisation resolve complaints promptly and effectively?
1	#23-000001001	3	3	2	3	2
2	#23-000001002	4	3	3	4	2
3	#23-000001003	3	2	2	3	2
4	#23-000001004	2	2	2	2	3
5	#23-000001005	3	3	2	3	2
6	#23-000001006	3	3	3	3	3
7	#23-000001007	1	2	2	3	2
8	#23-000001008	2	2	2	2	3
9	#23-000001009	3	3	3	4	3
10	#23-00000100A	3	2	2	3	2
11	#23-00000100B	2	2	3	2	3
12	#23-00000100C	3	3	3	2	3

	PEOPLE MANAGEMENT	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?	4.a.2 Does my organisation orientate new employees?	4.a.3 Does my organisation develop people through work experience?	4.a.4 Does my organisation acknowledge and manage cultural diversity within the workforce?	4.b.1 Does my organisation involve all its people in continuous improvement activities?	4.b.2 Does my organisation empower people to take action and evaluate the effectiveness?	4.b.3 Does my organisation achieve effective up, down and lateral communication?	4.b.4 Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	4.c.1 Does my organisation include well-being factors in improvement activities - for example, health and safety?	4.a.1 Does my organisation align the people resources plan with policy, strategy and values?	4.a.2 Does my organisation orientate new employees?	4.a.3 Does my organisation develop people through work experience?
1	#23-000001001	2	4	4	3	3	2	2	3	1	2	4	4
2	#23-000001002	3	2	3	3	3	4	3	3	2	3	2	3
3	#23-000001003	2	3	3	2	2	3	2	1	1	2	3	3
4	#23-000001004	2	3	3	3	2	2	2	2	2	2	3	3
5	#23-000001005	2	2	3	2	2	2	2	2	1	2	2	3
6	#23-000001006	3	2	3	3	3	3	2	3	2	3	2	3
7	#23-000001007	3	2	2	2	2	2	2	2	2	3	2	2
8	#23-000001008	2	3	3	2	3	2	3	3	3	2	3	3
9	#23-000001009	4	2	3	3	2	3	2	3	2	4	2	3
10	#23-00000100A	3	3	3	3	3	2	3	3	2	3	3	3
11	#23-00000100B	2	2	2	2	2	2	3	2	2	2	2	2
12	#23-00000100C	2	2	3	3	2	2	2	3	2	2	2	3

RESOURCES AND INFORMATION MANAGEMENT		5.a.1 Does my organisation use financial management to support policy and strategy?	5.a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	5.a.3 Does my organisation analyse and review organisation performance against budget?	5.b.1 Does my organisation structure and manage information to support policy and strategy?	5.b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?	5.b.3 Does my organisation ensure everyone has appropriate information to do their work?	5.c.1 Does my organisation make best use of buildings, equipment and other resources?	5.c.2 Does my organisation manage tender processes and contracts effectively?	5.c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?	5.c.4 Does my organisation manage and optimise material inventories?	5.c.5 Does my organisation improve supplier and partner relationships?
1	#23-000001001	2	2	2	2	3	2	3	3	4	2	4
2	#23-000001002	3	3	3	3	4	3	3	3	3	2	3
3	#23-000001003	1	1	1	2	3	2	2	2	4	1	3
4	#23-000001004	3	2	1	2	2	3	3	2	3	2	3
5	#23-000001005	1	1	1	1	2	2	2	2	2	2	3
6	#23-000001006	3	2	1	2	3	3	3	2	3	3	4
7	#23-000001007	2	3	2	3	2	2	3	3	3	2	3
8	#23-000001008	2	2	2	2	3	2	2	2	3	2	3
9	#23-000001009	3	3	1	2	3	3	3	2	4	2	3
10	#23-00000100A	2	2	2	3	3	3	2	3	3	2	3
11	#23-00000100B	2	2	2	2	2	2	2	1	2	2	2
12	#23-00000100C	2	3	1	2	3	2	2	1	3	2	2

	PROCESSES	**6.a.1** Does my organisation identify key processes?	**6.a.2** Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	**6.a.3** Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	**6.a.4** Does my organisation establish process ownership, responsibility and accountability?	**6.a.5** Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	**6.b.1** Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	**6.b.2** Does my organisation encourage the innovation and creative talents of employees in process improvement?	**6.b.3** Does my organisation manage and support new or process changes through testing, communication and review?
1	#23-000001001	4	3	3	2	1	3	3	3
2	#23-000001002	4	4	4	4	2	4	4	3
3	#23-000001003	4	3	2	4	1	3	3	3
4	#23-000001004	2	2	2	2	2	2	2	2
5	#23-000001005	3	3	2	3	2	1	2	3
6	#23-000001006	4	4	4	3	2	3	3	3
7	#23-000001007	3	2	3	3	2	3	2	2
8	#23-000001008	2	3	3	2	2	3	3	2
9	#23-000001009	4	4	4	3	3	4	4	4
10	#23-00000100A	3	3	3	3	2	3	3	2
11	#23-00000100B	2	2	2	2	1	2	2	3
12	#23-00000100C	3	3	2	2	1	3	3	3

	SOCIAL RESPONSIBILITY	7.1 Does my organisation have results (supported by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	7.2 Does my organisation have results that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?
1	#23-000001001	2	1	3	1
2	#23-000001002	2	2	2	3
3	#23-000001003	2	1	2	3
4	#23-000001004	2	1	2	3
5	#23-000001005	1	1	1	2
6	#23-000001006	3	1	3	1
7	#23-000001007	2	2	2	2
8	#23-000001008	2	2	3	2
9	#23-000001009	2	1	3	2
10	#23-00000100A	2	2	3	3
11	#23-00000100B	1	1	1	2
12	#23-00000100C	3	2	3	3

	CUSTOMER SATISFACTION	**8.1** Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:		**8.2** Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:	
1	#23-000001001		3		2
2	#23-000001002		3		2
3	#23-000001003		3		2
4	#23-000001004		3		2
5	#23-000001005		3		2
6	#23-000001006		3		3
7	#23-000001007		3		2
8	#23-000001008		2		3
9	#23-000001009		3		3
10	#23-00000100A		3		2
11	#23-00000100B		2		1
12	#23-00000100C		3		2

	PEOPLE SATISFACTION	**9.1** Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:	**9.2** Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:	**9.3** Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
1	#23-000001001	2	1	1
2	#23-000001002	2	3	3
3	#23-000001003	1	1	2
4	#23-000001004	2	2	3
5	#23-000001005	1	1	1
6	#23-000001006	3	2	3
7	#23-000001007	2	2	2
8	#23-000001008	2	3	3
9	#23-000001009	3	3	3
10	#23-00000100A	3	2	
11	#23-00000100B	1	1	
12	#23-00000100C	2	2	

	SUPPLIER AND PARTNERSHIP PERFORMANCE	10.01 Does my organisation have results (supported by numbers) that show trends in integrity?	10.02 Does my organisation have results (supported by numbers) that show trends in reliability?	10.03 Does my organisation have results (supported by numbers) that show trends in performance levels?	10.04 Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	10.05 Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	10.06 Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	10.07 Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	10.08 Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	10.09 Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	10.10 Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?
1	#23-000001001	2	2	3	2	2	3	2	2	3	2
2	#23-000001002	2	2	2	1	1	4	2	2	1	1
3	#23-000001003	2	2	2	1	1	3	1	2	1	1
4	#23-000001004	2	2	3	2	2	3	2	2	3	3
5	#23-000001005	1	2	1	1	1	2	1	1	1	1
6	#23-000001006	3	3	3	2	3	3	2	3	2	3
7	#23-000001007	2	3	2	2	1	2	2	2	2	1
8	#23-000001008	3	2	2	2	3	3	3	2	2	2
9	#23-000001009	2	2	2	2	2	3	2	3	2	1
10	#23-00000100A	2	2	2	2	2	2	2	3	3	2
11	#23-00000100B	1	2	1	1	1	1	1	1	1	2
12	#23-00000100C	2	2	2	2	2	2	2	3	2	2

	RESULTS	11.a.1	11.a.2	11.a.3	11.a.4	11.b.1	11.b.2	11.b.3	11.b.4	11.b.5	11.b.6
		Does my organisation have results (supported by numbers) that show trends in areas such as:	Does my organisation have results (supported by numbers) that show trends in balance sheet items including:	Does my organisation have results (supported by numbers) that show trends in cash flow items including:	Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:	Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	Does my organisation have results that show trends in key processes relating to areas such as:	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as:
1	#23-000001001	2	2	3	3	3	2	2	2	3	2
2	#23-000001002	3	3	3	3	2	2	1	2	2	1
3	#23-000001003	2	1	2	2	3	2	3	2	2	2
4	#23-000001004	2	2	2	2	2	2	3	3	2	2
5	#23-000001005	2	2	3	3	1	2	2	2	2	1
6	#23-000001006	2	3	3	3	3	1	3	2	2	3
7	#23-000001007	2	2	2	3	2	2	2	2	1	1
8	#23-000001008	2	2	3	3	3	2	3	3	3	2
9	#23-000001009	2	3	3	2	4	2	3	3	3	4
10	#23-00000100A	2	2	2	2	3	3	3	3	3	2
11	#23-00000100B	1	2	2	2	2	1	2	2	2	1
12	#23-00000100C	2	2	3	2	3	2	3	2	2	3

APPENDIX 4:

SUMMARY OF AREAS FOR IMPROVEMENT AND STRENGTHS

Corporate – Summary of areas for improvement and strengths

1. LEADERSHIP	
AREAS FOR IMPROVEMENT	STRENGTHS
1.a.1	
1.a.2	
1.a.3	
1.a.4	
1.a.5	
1.a.6	
	1.b.1
1.b.2	
1.b.3	
1.c.1	
1.c.2	

2. STRATEGY AND PLANNING	
AREAS FOR IMPROVEMENT	STRENGTHS
2.a.1	
2.a.2	
2.b.1	
2.b.2	

3. CUSTOMER AND MARKET FOCUS	
AREAS FOR IMPROVEMENT	STRENGTHS
3.a.1	
3.a.2	
3.a.3	
3.b.1	
3.b.2	

4. PEOPLE MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
4.a.1	
4.a.2	
4.a.3	
4.a.4	
4.b.1	
4.b.2	
4.b.3	
4.b.4	
4.c.1	

5. RESOURCES AND INFORMATION MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
5.a.1	
5.a.2	
5.a.3	
5.b.1	
5.b.2	
5.b.3	
	5.c.1
5.c.2	
	5.c.3
5.c.4	
5.c.5	

6. PROCESSES	
AREAS FOR IMPROVEMENT	STRENGTHS
6.a.1	
6.a.2	
6.a.3	
	6.a.4
6.a.5	
6.b.1	
6.b.2	
6.b.3	

7. SOCIAL RESPONSIBILITY	
AREAS FOR IMPROVEMENT	STRENGTHS
7.1	
	7.2
7.3	
7.4	

8. CUSTOMER SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
8.1	
8.2	

9. PEOPLE SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
9.1	
9.2	
9.3	

10. SUPPLIER AND PARTNERSHIP PERFORMANCE	
AREAS FOR IMPROVEMENT	STRENGTHS
10.01	
10.02	
10.03	
10.04	
10.05	
10.06	
10.07	
10.08	
10.09	
10.1	

11. RESULTS	
AREAS FOR IMPROVEMENT	STRENGTHS
	11.a.1
	11.a.2
	11.a.3
	11.a.4
11.b.1	
11.b.2	
11.b.3	
11.b.4	
11.b.5	
11.b.6	

Corporate – Detail of areas for improvement and strengths

	Criterion 1: Leadership	Areas for improvement	Strengths
1a.	**How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**		
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	x	
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	x	
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	x	
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	x	
1a.5	Do the leaders in my organisation actively become involved in transformation processes?	x	
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?	x	
1b.	**How do leaders support improvement and involvement:**		
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?		x
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	x	
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	x	
1c.	**How leaders recognise and appreciate people's efforts and achievements.**		
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	x	
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?	x	

	Criterion 2: Policy and Strategy	Areas for improvement	Strengths
2a.	**How policy and strategy are developed, communicated and implemented.**		
2a.1	Does my organisation develop policy and strategy based upon: o legislative requirements? o performance indicators? o customer and stakeholder requirements? o organisation's peoples capabilities? o supplier and partner capabilities? o government initiatives, directions and standards?	x	
2a.2	Does my organisation communicate policy and strategy to its people?	x	
2b.	**How policy and strategy are regularly reviewed, updated and improved?**	x	
2b.1	Does my organisation review performance requirements and key performance measures?		
2b.2	Does my organisation track performance relative to plans?	x	

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths
3a.	**How customer and stakeholder needs are determined and used.**		
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	x	
3a.2	Does my organisation evaluate, process and act on information received?	x	
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x	
3b.	**How customer and stakeholder satisfaction is determined.**		
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	x	
3b.2	Does my organisation resolve complaints promptly and effectively?	x	

	Criterion 4: People Management	Areas for improvement	Strengths
4a.	**How people capabilities are developed and reviewed.**		
4a.1	Does my organisation align the people resources plan with policy, strategy and values?	x	
4a.2	Does my organisation orientate new employees?	x	
4a.3	Does my organisation develop people through work experience?	x	
4a.4	Does my organisation acknowledge and manage cultural diversity within the workforce?	x	
4b.	**How people are involved, empowered and recognition is ensured.**		
4b.1	Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?	x	
4b.2	Does my organisation empower people to take action and evaluate the effectiveness?	x	
4b.3	Does my organisation achieve effective up, down and lateral communication?	x	
4b.4	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	x	
4c.	**How people are cared for.**		
4c.1	Does my organisation include well-being factors in improvement activities - for example, health and safety?	x	

	Criterion 5: Resources and Information Management	Areas for improvement	Strengths
5a.	**How financial resources are managed.**		
5a.1	Does my organisation use financial management to support policy and strategy?	x	
5a.2	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	x	
5a.3	Does my organisation analyse and review organisation performance against budget?	x	
5b.	**How information resources are managed.**		
5b.1	Does my organisation structure and manage information to support policy and strategy?	x	
5b.2	Does my organisation evaluate and keep current with changing customer and stakeholder needs?	x	
5b.3	Does my organisation ensure everyone has appropriate information to do their work?	x	
5c.	**How materials and other resources are managed.**		
5c.1	Does my organisation make best use of buildings, equipment and other resources?		x
5c.2	Does my organisation manage tender processes and contracts effectively?	x	
5c.3	Does my organisation identify, evaluate and use alternative and emerging technologies?		x
5c.4	Does my organisation manage and optimise material inventories?	x	
5c.5	Does my organisation improve supplier and partner relationships?	x	

	Criterion 6: Processes	Areas for improvement	Strengths
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**		
6a.1	Does my organisation identify key processes?	x	
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	x	
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	x	
6a.4	Does my organisation establish process ownership, responsibility and accountability?		x
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x	
6b.	**How processes are reviewed and targets are set for improvement.**		
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	x	
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?	x	
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?	x	

Criterion 7: Social Responsibility	Areas for improvement	Strengths
7. **Measurements of the organisation's impact on the local society.**		
7.1 Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	x	
7.2 Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?		x
7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	x	
7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?	x	

	Criterion 8: Customer and Stakeholder Satisfaction	Areas for improvement	Strengths
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**		
8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are: o fairness and courtesy o integrity o level of customer satisfaction and dissatisfaction o communication o awards and allocates received	x	
8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are: o accessibility of service o responsiveness and flexibility in meeting customer needs o defect ,error and waste o reliability and sustainability of service o cost of service o response time o percentage of complaints resolved on first contact o documentation simplicity, convenience and accuracy	x	

Criterion 9: People Satisfaction	Areas for improvement	Strengths
9. Measurements relating to the satisfaction of the organisation's people.		

9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:
  o ethical conduct
  o safe and pleasant working environment
  o equal opportunities
  o training and development
  o recognition and appreciation of individuals and teams
	x	

9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:
  o absenteeism
  o grievances
  o staff turnover
  o strikes and disputes
  o accident levels
  o use of facilities provided by the organisation (for example, recreation, crèche)
	x	

9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
  o accuracy of personnel administration
  o communication effectiveness
  o speed of response to enquiries
	x	

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	Criterion 10: Suppliers and Partnership Performance	Areas for improvement	Strengths
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**		
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x	
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x	
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x	
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x	
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x	
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	x	
10.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	x	
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	x	
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	x	
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x	

Criterion 11: Organisation Results	Areas for improvement	Strengths
11a. **Financial measurements of the organisation's performance.**		

11a.1   Does my organisation have results (supported by numbers) that show trends in areas such as:
   o gross margins?
   o net surplus (for example, trading services)?
   o Sales (for example, electricity and water)?
		x

11a.2   Does my organisation have results (supported by numbers) that show trends in balance sheet items including
   o long term borrowing?
   o total sales?
   o working capital (including inventory turnover)?
		x

11a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?		x

11a.4   Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:
   o outstanding debtors (for example, non-payment and credit control)?
   o return on funds?
		x

11b. **Additional measurements of the organisation's performance.**		
11b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	x	

11b.2   Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as:
   o defect rate?
   o productivity?
   o service time?
	x	

	Criterion 11: Organisation Results	Areas for improvement	Strengths

11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:
	   o accessibility?
	   o relevance?
	   o timeliness?
		x	

11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:
	   o inventory turnover?
	   o price?
	   o response time?
		x	

11b.5	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
	   o maintenance costs?
	   o utilisation?
		x	

11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?	x	

Faculty A – Summary of areas for improvement and strengths

1. LEADERSHIP

AREAS FOR IMPROVEMENT	STRENGTHS
	1.a.1
	1.a.2
	1.a.3
	1.a.4
	1.a.5
	1.a.6
1.b.1	
	1.b.2
	1.b.3
1.c.1	
	1.c.2

2. STRATEGY AND PLANNING

AREAS FOR IMPROVEMENT	STRENGTHS
2.a.1	
2.a.2	
2.b.1	
2.b.2	

3. CUSTOMER AND MARKET FOCUS

AREAS FOR IMPROVEMENT	STRENGTHS
3.a.1	
3.a.2	
3.a.3	
	3.b.1
3.b.2	

4. PEOPLE MANAGEMENT

AREAS FOR IMPROVEMENT	STRENGTHS
	4.a.1
4.a.2	
4.a.3	
4.a.4	
4.b.1	
4.b.2	
4.b.3	
4.b.4	
4.c.1	

5. RESOURCES AND INFORMATION MANAGEMENT

AREAS FOR IMPROVEMENT	STRENGTHS
5.a.1	
5.a.2	
	5.a.3
	5.b.1
5.b.2	
5.b.3	
5.c.1	
5.c.2	
	5.c.3
5.c.4	
5.c.5	

6. PROCESSES

AREAS FOR IMPROVEMENT	STRENGTHS
6.a.1	
	6.a.2
6.a.3	
	6.a.4
6.a.5	
6.b.1	
6.b.2	
6.b.3	

7. SOCIAL RESPONSIBILITY	
AREAS FOR IMPROVEMENT	STRENGTHS
7.1	
7.2	
7.3	
	7.4

8. CUSTOMER SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
	8.1
8.2	

9. PEOPLE SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
9.1	
9.2	
9.3	

10. SUPPLIER AND PARTNERSHIP PERFORMANCE	
AREAS FOR IMPROVEMENT	STRENGTHS
10.01	
10.02	
10.03	
10.04	
10.05	
10.06	
10.07	
10.08	
10.09	
10.1	

11. RESULTS	
AREAS FOR IMPROVEMENT	STRENGTHS
11.a.1	
11.a.2	
11.a.3	
11.a.4	
11.b.1	
11.b.2	
11.b.3	
11.b.4	
11.b.5	
11.b.6	

Faculty A – Detail of areas for improvement and strengths

	Criterion 1: Leadership	Areas for improvement	Strengths
1a.	**How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**		
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?		x
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?		x
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?		x
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?		x
1a.5	Do the leaders in my organisation actively become involved in transformation processes?		x
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?		x
1b.	**How do leaders support improvement and involvement.**		
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	x	
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?		x
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?		x
1c.	**How leaders recognise and appreciate people's efforts and achievements.**		
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	x	
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?		x

	Criterion 2: Policy and Strategy	Areas for improvement	Strengths
2a.	**How policy and strategy are developed, communicated and implemented.**		
2a.1	Does my organisation develop policy and strategy based upon: ○ legislative requirements? ○ performance indicators? ○ customer and stakeholder requirements? ○ organisation's peoples capabilities? ○ supplier and partner capabilities? ○ government initiatives, directions and standards?	x	
2a.2	Does my organisation communicate policy and strategy to its people?	x	
2b.	**How policy and strategy are regularly reviewed, updated and improved?**		
2b.1	Does my organisation review performance requirements and key performance measures?	x	
2b.2	Does my organisation track performance relative to plans?	x	

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths
3a.	**How customer and stakeholder needs are determined and used.**		
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	x	
3a.2	Does my organisation evaluate, process and act on information received?	x	
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x	
3b.	**How customer and stakeholder satisfaction is determined.**		
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?		
3b.2	Does my organisation resolve complaints promptly and effectively?	x	

	Criterion 4: People Management	Areas for improvement	Strengths
4a.	**How people capabilities are developed and reviewed.**		
4a.1	Does my organisation align the people resources plan with policy, strategy and values?		x
4a.2	Does my organisation orientate new employees?	x	
4a.3	Does my organisation develop people through work experience?	x	
4a.4	Does my organisation acknowledge and manage cultural diversity within the workforce?		
4b.	**How people are involved, empowered and recognition is ensured.**		
4b.1	Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?	x	
4b.2	Does my organisation empower people to take action and evaluate the effectiveness?	x	
4b.3	Does my organisation achieve effective up, down and lateral communication?	x	
4b.4	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	x	
4c.	**How people are cared for.**		
4c.1	Does my organisation include well-being factors in improvement activities – for example, health and safety?	x	

	Criterion 5: Resources and Information Management	Areas for improvement	Strengths
5a.	**How financial resources are managed.**		
5a.1	Does my organisation use financial management to support policy and strategy?	x	
5a.2	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	x	
5a.3	Does my organisation analyse and review organisation performance against budget?		x
5b.	**How information resources are managed.**		
5b.1	Does my organisation structure and manage information to support policy and strategy?		x
5b.2	Does my organisation evaluate and keep current with changing customer and stakeholder needs?	x	
5b.3	Does my organisation ensure everyone has appropriate information to do their work?	x	
5c.	**How materials and other resources are managed.**		
5c.1	Does my organisation make best use of buildings, equipment and other resources?	x	
5c.2	Does my organisation manage tender processes and contracts effectively?	x	
5c.3	Does my organisation identify, evaluate and use alternative and emerging technologies?		x
5c.4	Does my organisation manage and optimise material inventories?	x	
5c.5	Does my organisation improve supplier and partner relationships?	x	

Criterion 6: Processes		Areas for improvement	Strengths
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**		
6a.1	Does my organisation identify key processes?	x	
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?		x
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	x	
6a.4	Does my organisation establish process ownership, responsibility and accountability?		x
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x	
6b.	**How processes are reviewed and targets are set for improvement.**		
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	x	
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?	x	
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?	x	

Criterion 7: Social Responsibility	Areas for improvement	Strengths
7. **Measurements of the organisation's impact on the local society.**		
7.1 Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	x	
7.2 Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	x	
7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	x	
7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?		x

	Criterion 8: Customer and Stakeholder Satisfaction	Areas for improvement	Strengths
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**		
8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are: o fairness and courtesy o integrity o level of customer satisfaction and dissatisfaction o communication o awards and allocates received		x
8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are: o accessibility of service o responsiveness and flexibility in meeting customer needs o defect ,error and waste o reliability and sustainability of service o cost of service o response time o percentage of complaints resolved on first contact o documentation simplicity, convenience and accuracy	x	

Criterion 9: People Satisfaction	Areas for improvement	Strengths
9. **Measurements relating to the satisfaction of the organisation's people.**		

9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:
  o ethical conduct
  o safe and pleasant working environment
  o equal opportunities
  o training and development
  o recognition and appreciation of individuals and teams
	x	

9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:
  o absenteeism
  o grievances
  o staff turnover
  o strikes and disputes
  o accident levels
  o use of facilities provided by the organisation (for example, recreation, crèche)
	x	

9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
  o accuracy of personnel administration
  o communication effectiveness
  o speed of response to enquiries
	x	

	Criterion 10: Suppliers and Partnership Performance	Areas for improvement	Strengths
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**		
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x	
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x	
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x	
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x	
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x	
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	x	
10.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	x	
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	x	
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	x	
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x	

Criterion 11: Organisation Results	Areas for improvement	Strengths
11a. Financial measurements of the organisation's performance.		
11a.1 Does my organisation have results (supported by numbers) that show trends in areas such as: o gross margins? o net surplus (for example, trading services)? o Sales (for example, electricity and water)?	x	
11a.2 Does my organisation have results (supported by numbers) that show trends in balance sheet items including o long term borrowing? o total sales? o working capital (including inventory turnover)?	x	
11a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?	x	
11a.4 Does my organisation have results (supported by numbers) that show trends in other relevant areas such as: o outstanding debtors (for example, non-payment and credit control)? o return on funds?	x	
11b. Additional measurements of the organisation's performance.		
11b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	x	
11b.2 Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as: o defect rate? o productivity? o service time?	x	

	Criterion 11: Organisation Results	Areas for improvement	Strengths

11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:
	  o accessibility?
	  o relevance?
	  o timeliness?
		x	

11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:
	  o inventory turnover?
	  o price?
	  o response time?
		x	

11b.5	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
	  o maintenance costs?
	  o utilisation?
		x	

11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?	x	

Faculty B – Summary of areas for improvement and strengths

1. LEADERSHIP

AREAS FOR IMPROVEMENT	STRENGTHS
	1.a.1
	1.a.2
1.a.3	
1.a.4	
	1.a.5
	1.a.6
	1.b.1
	1.b.2
	1.b.3
	1.c.1
	1.c.2

2. POLICY AND STRATEGY

AREAS FOR IMPROVEMENT	STRENGTHS
	2.a.1
	2.a.2
	2.b.1
	2.b.2

3. CUSTOMER AND MARKET FOCUS

AREAS FOR IMPROVEMENT	STRENGTHS
	3.a.1
	3.a.2
3.a.3	
3.b.1	
	3.b.2

4. PEOPLE MANAGEMENT

AREAS FOR IMPROVEMENT	STRENGTHS
	4.a.1
	4.a.2
	4.a.3
	4.a.4
	4.b.1
4.b.2	
4.b.3	
	4.b.4
	4.c.1

5. RESOURCES AND INFORMATION MANAGEMENT

AREAS FOR IMPROVEMENT	STRENGTHS
	5.a.1
5.a.2	
5.a.3	
5.b.1	
	5.b.2
	5.b.3
	5.c.1
5.c.2	
	5.c.3
5.c.4	
	5.c.5

6. PROCESSES

AREAS FOR IMPROVEMENT	STRENGTHS
	6.a.1
	6.a.2
	6.a.3
6.a.4	
6.a.5	
6.b.1	
	6.b.2
6.b.3	

7. SOCIAL RESPONSIBILITY	
AREAS FOR IMPROVEMENT	STRENGTHS
	7.1
	7.2
7.3	
7.4	

8. CUSTOMER SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
	8.1
	8.2

9. PEOPLE SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
9.1	
9.2	
9.3	

10. SUPPLIER AND PARTNERSHIP PERFORMANCE	
AREAS FOR IMPROVEMENT	STRENGTHS
10.01	
10.02	
10.03	
10.04	
10.05	
10.06	
10.07	
10.08	
10.09	
10.1	

11. RESULTS	
AREAS FOR IMPROVEMENT	STRENGTHS
	11.a.1
11.a.2	
	11.a.3
	11.a.4
11.b.1	
11.b.2	
11.b.3	
11.b.4	
11.b.5	
11.b.6	

Faculty B – Details of areas for improvement and strengths

	Criterion 1: Leadership	Areas for improvement	Strengths
1a.	**How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**		
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?		x
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?		X
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	x	
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	x	
1a.5	Do the leaders in my organisation actively become involved in transformation processes?		x
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?		x
1b.	**How do leaders support improvement and involvement.**		
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?		x
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?		x
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?		x
1c.	**How leaders recognise and appreciate people's efforts and achievements.**		
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?		x
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?		x

	Criterion 2: Policy and Strategy	Areas for improvement	Strengths
2a.	**How policy and strategy are developed, communicated and implemented.**		
2a.1	Does my organisation develop policy and strategy based upon: ○ legislative requirements? ○ performance indicators? ○ customer and stakeholder requirements? ○ organisation's peoples capabilities? ○ supplier and partner capabilities? ○ government initiatives, directions and standards?		x
2a.2	Does my organisation communicate policy and strategy to its people?		x
2b.	**How policy and strategy are regularly reviewed, updated and improved?**		x
2b.1	Does my organisation review performance requirements and key performance measures?		
2b.2	Does my organisation track performance relative to plans?		x

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths
3a.	**How customer and stakeholder needs are determined and used.**		
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?		x
3a.2	Does my organisation evaluate, process and act on information received?		x
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x	
3b.	**How customer and stakeholder satisfaction is determined.**		
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	x	
3b.2	Does my organisation resolve complaints promptly and effectively?		x

	Criterion 4: People Management	Areas for improvement	Strengths
4a.	**How people capabilities are developed and reviewed.**		
4a.1	Does my organisation align the people resources plan with policy, strategy and values?		x
4a.2	Does my organisation orientate new employees?		x
4a.3	Does my organisation develop people through work experience?		x
4a.4	Does my organisation acknowledge and manage cultural diversity within the workforce?		x
4b.	**How people are involved, empowered and recognition is ensured.**		
4b.1	Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?		x
4b.2	Does my organisation empower people to take action and evaluate the effectiveness?	x	
4b.3	Does my organisation achieve effective up, down and lateral communication?	x	
4b.4	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?		x
4c.	**How people are cared for.**		
4c.1	Does my organisation include well-being factors in improvement activities – for example, health and safety?	x	

Criterion 5: Resources and Information Management	Areas for improvement	Strengths
5a. **How financial resources are managed.**		
5a.1 Does my organisation use financial management to support policy and strategy?		x
5a.2 Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	x	
5a.3 Does my organisation analyse and review organisation performance against budget?	x	
5b. **How information resources are managed.**		
5b.1 Does my organisation structure and manage information to support policy and strategy?	x	
5b.2 Does my organisation evaluate and keep current with changing customer and stakeholder needs?		x
5b.3 Does my organisation ensure everyone has appropriate information to do their work?		x
5c. **How materials and other resources are managed.**		
5c.1 Does my organisation make best use of buildings, equipment and other resources?		x
5c.2 Does my organisation manage tender processes and contracts effectively?	x	
5c.3 Does my organisation identify, evaluate and use alternative and emerging technologies?		x
5c.4 Does my organisation manage and optimise material inventories?	x	
5c.5 Does my organisation improve supplier and partner relationships?		x

	Criterion 6: Processes	Areas for improvement	Strengths
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**		
6a.1	Does my organisation identify key processes?		x
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?		x
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?		x
6a.4	Does my organisation establish process ownership, responsibility and accountability?	x	
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x	
6b.	**How processes are reviewed and targets are set for improvement.**		
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	x	
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?		x
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?	x	

	Criterion 7: Social Responsibility	Areas for improvement	Strengths
7.	**Measurements of the organisation's impact on the local society.**		
7.1	Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?		x
7.2	Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?		x
7.3	Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	x	
7.4	Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?	x	

Criterion 8: Customer and Stakeholder Satisfaction	Areas for improvement	Strengths
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**		

8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:
	
	   o fairness and courtesy
	   o integrity
	   o level of customer satisfaction and dissatisfaction
	   o communication
	   o awards and allocates received
			x

8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:
	
	   o accessibility of service
	   o responsiveness and flexibility in meeting customer needs
	   o defect ,error and waste
	   o reliability and sustainability of service
	   o cost of service
	   o response time
	   o percentage of complaints resolved on first contact
	   o documentation simplicity, convenience and accuracy
			x

	Criterion 9: People Satisfaction	Areas for improvement	Strengths
9.	**Measurements relating to the satisfaction of the organisation's people.**		
9.1	Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are: o ethical conduct o safe and pleasant working environment o equal opportunities o training and development o recognition and appreciation of individuals and teams.	x	
9.2	Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are: o absenteeism o grievances o staff turnover o strikes and disputes o accident levels o use of facilities provided by the organisation (for example, recreation, crèche)	x	
9.3	Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are: o accuracy of personnel administration o communication effectiveness o speed of response to enquiries	x	

	Criterion 10: Suppliers and Partnership Performance	Areas for improvement	Strengths
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**		
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x	
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x	
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x	
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x	
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x	
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	x	
10.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	x	
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	x	
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	x	
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x	

Criterion 11: Organisation Results	Areas for improvement	Strengths
11a. **Financial measurements of the organisation's performance.**		

11a.1   Does my organisation have results (supported by numbers) that show trends in areas such as:
    ○ gross margins?
    ○ net surplus (for example, trading services)?
    ○ Sales (for example, electricity and water)?
		x

11a.2   Does my organisation have results (supported by numbers) that show trends in balance sheet items including
    ○ long term borrowing?
    ○ total sales?
    ○ working capital (including inventory turnover)?
	x	

11a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including ○ operating cash flow?		x

11a.4   Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:
    ○ outstanding debtors (for example, non-payment and credit control)?
    ○ return on funds?
		x

11b. **Additional measurements of the organisation's performance.**		
11b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	x	

311b.2   Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as:
    ○ defect rate?
    ○ productivity?
    ○ service time?
	x	

	Criterion 11: Organisation Results	Areas for improvement	Strengths

11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:
	  o accessibility?
	  o relevance?
	  o timeliness?
		x	

11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:
	  o inventory turnover?
	  o price?
	  o response time?
		x	

11b.5	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
	  o maintenance costs?
	  o utilisation?
		x	

11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?	x	

Faculty C – Summary of areas for improvement and strengths

1. LEADERSHIP	
AREAS FOR IMPROVEMENT	STRENGTHS
	1.a.1
1.a.2	
1.a.3	
1.a.4	
1.a.5	
1.a.6	
1.b.1	
	1.b.2
1.b.3	
1.c.1	
	1.c.2

2. STRATEGY AND PLANNING	
AREAS FOR IMPROVEMENT	STRENGTHS
	2.a.1
2.a.2	
2.b.1	

3. CUSTOMER AND MARKET FOCUS	
AREAS FOR IMPROVEMENT	STRENGTHS
	3.a.1
	3.a.2
3.a.3	
	3.b.1
3.b.2	

4. PEOPLE MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
	4.a.1
4.a.2	
	4.a.3
	4.a.4
4.b.1	
4.b.2	
4.b.3	
4.b.4	
4.c.1	

5. RESOURCES AND INFORMATION MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
	5.a.1
	5.a.2
	5.a.3
5.b.1	
5.b.2	
5.b.3	
	5.c.1
5.c.2	
5.c.3	
	5.c.4
	5.c.5

6. PROCESSES	
AREAS FOR IMPROVEMENT	STRENGTHS
	6.a.1
6.a.2	
	6.a.3
6.a.4	
6.a.5	
	6.b.1
	6.b.2
6.b.3	

7. SOCIAL RESPONSIBILITY	
AREAS FOR IMPROVEMENT	STRENGTHS
7.1	
	7.2
	7.3
	7.4

8. CUSTOMER SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
8.1	
8.2	

9. PEOPLE SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
9.1	
9.2	
9.3	

10. SUPPLIER AND PARTNERSHIP PERFORMANCE	
AREAS FOR IMPROVEMENT	STRENGTHS
10.01	
10.02	
10.03	
10.04	
10.05	
10.06	
	10.07
	10.08
	10.09
10.1	

11. RESULTS	
AREAS FOR IMPROVEMENT	STRENGTHS
	11.a.1
	11.a.2
11.a.3	
11.a.4	
	11.b.1
11.b.2	
11.b.3	
11.b.4	
11.b.5	
	11.b.6

Faculty C – Detail of areas for improvement and strengths

	Criterion 1: Leadership	Areas for improvement	Strengths
1a.	**How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**		
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?		x
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	x	
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	x	
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	x	
1a.5	Do the leaders in my organisation actively become involved in transformation processes?	x	
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?	x	
1b.	**How do leaders support improvement and involvement.**		
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?		
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?		x
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	x	
1c.	**How leaders recognise and appreciate people's efforts and achievements.**		
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	x	
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?		x

	Criterion 2: Policy and Strategy	Areas for improvement	Strengths
2a.	**How policy and strategy are developed, communicated and implemented.**		
2a.1	Does my organisation develop policy and strategy based upon: o legislative requirements? o performance indicators? o customer and stakeholder requirements? o organisation's peoples capabilities? o supplier and partner capabilities? o government initiatives, directions and standards?		x
2a.2	Does my organisation communicate policy and strategy to its people?	x	
2b.	**How policy and strategy are regularly reviewed, updated and improved?**		
2b.1	Does my organisation review performance requirements and key performance measures?	x	
2b.2	Does my organisation track performance relative to plans?	x	

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths
3a.	**How customer and stakeholder needs are determined and used.**		
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?		x
3a.2	Does my organisation evaluate, process and act on information received?		x
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x	
3b.	**How customer and stakeholder satisfaction is determined.**		
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?		x
3b.2	Does my organisation resolve complaints promptly and effectively?	x	

	Criterion 4: People Management	Areas for improvement	Strengths
4a.	**How people capabilities are developed and reviewed.**		
4a.1	Does my organisation align the people resources plan with policy, strategy and values?		x
4a.2	Does my organisation orientate new employees?	x	
4a.3	Does my organisation develop people through work experience?		x
4a.4	Does my organisation acknowledge and manage cultural diversity within the workforce?		x
4b.	**How people are involved, empowered and recognition is ensured.**		
4b.1	Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?	x	
4b.2	Does my organisation empower people to take action and evaluate the effectiveness?	x	
4b.3	Does my organisation achieve effective up, down and lateral communication?	x	
4b.4	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	x	
4c.	**How people are cared for.**		
4c.1	Does my organisation include well-being factors in improvement activities - for example, health and safety?	x	

	Criterion 5: Resources and Information Management	Areas for improvement	Strengths
5a.	**How financial resources are managed.**		
5a.1	Does my organisation use financial management to support policy and strategy?		x
5a.2	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?		x
5a.3	Does my organisation analyse and review organisation performance against budget?		x
5b.	**How information resources are managed.**		
5b.1	Does my organisation structure and manage information to support policy and strategy?	x	
5b.2	Does my organisation evaluate and keep current with changing customer and stakeholder needs?	x	
5b.3	Does my organisation ensure everyone has appropriate information to do their work?	x	
5c.	**How materials and other resources are managed.**		
5c.1	Does my organisation make best use of buildings, equipment and other resources?		x
5c.2	Does my organisation manage tender processes and contracts effectively?	x	
5c.3	Does my organisation identify, evaluate and use alternative and emerging technologies?	x	
5c.4	Does my organisation manage and optimise material inventories?		x
5c.5	Does my organisation improve supplier and partner relationships?	x	

	Criterion 6: Processes	Areas for improvement	Strengths
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**		
6a.1	Does my organisation identify key processes?		x
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	x	
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?		x
6a.4	Does my organisation establish process ownership, responsibility and accountability?	x	
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x	
6b.	**How processes are reviewed and targets are set for improvement.**		
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?		x
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?		x
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?	x	

Criterion 7: Social Responsibility		Areas for improvement	Strengths
7.	**Measurements of the organisation's impact on the local society.**		
7.1	Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	x	
7.2	Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?		x
7.3	Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?		x
7.4	Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?		x

	Criterion 8: Customer and Stakeholder Satisfaction	Areas for improvement	Strengths
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders**		
8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are: o fairness and courtesy o integrity o level of customer satisfaction and dissatisfaction o communication o awards and allocates received	x	
8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are: o accessibility of service o responsiveness and flexibility in meeting customer needs o defect, error and waste o reliability and sustainability of service o cost of service o response time o percentage of complaints resolved on first contact o documentation simplicity, convenience and accuracy	x	

Criterion 9: People Satisfaction	Areas for improvement	Strengths
9. **Measurements relating to the satisfaction of the organisation's people.**		
9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are: o ethical conduct o safe and pleasant working environment o equal opportunities o training and development o recognition and appreciation of individuals and teams	x	
9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are: o absenteeism o grievances o staff turnover o strikes and disputes o accident levels o use of facilities provided by the organisation (for example, recreation, crèche)	x	
9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are: o accuracy of personnel administration o communication effectiveness o speed of response to enquiries	x	

	Criterion 10: Suppliers and Partnership Performance	Areas for improvement	Strengths
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**		
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x	
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x	
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x	
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x	
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x	
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	x	
0.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?		x
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?		x
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?		x
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x	

Criterion 11: Organisation Results	Areas for improvement	Strengths
11a. **Financial measurements of the organisation's performance.**		

11a.1   Does my organisation have results (supported by numbers) that show trends in areas such as:
    o   gross margins?
    o   net surplus (for example, trading services)?
    o   Sales (for example, electricity and water)?
		x

11a.2   Does my organisation have results (supported by numbers) that show trends in balance sheet items including:
    o   long term borrowing?
    o   total sales?
    o   working capital (including inventory turnover)?
	X	

11a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?	x	

11a.4   Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:
    o   outstanding debtors (for example, non-payment and credit control)?
    o   return on funds?
		X

11b. **Additional measurements of the organisation's performance.**		
11b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?		x

11b.2   Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as:
    o   defect rate?
    o   productivity?
    o   service time?
	x	

	Criterion 11: Organisation Results	Areas for improvement	Strengths

11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:
	
	   o accessibility?
	   o relevance?
	   o timeliness?
		x	

11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:
	
	   o inventory turnover?
	   o price?
	   o response time?
		x	

11b.5	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
	
	   o maintenance costs?
	   o utilisation?
		x	

11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?		x

Faculty D – Summary of areas for improvement and strengths

1. LEADERSHIP	
AREAS FOR IMPROVEMENT	STRENGTHS
1.a.1	
1.a.2	
1.a.3	
1.a.4	
1.a.5	
1.a.6	
1.b.1	
1.b.2	
1.b.3	
1.c.1	
1.c.2	

2. STRATEGY AND PLANNING	
AREAS FOR IMPROVEMENT	STRENGTHS
2.a.1	
2.a.2	
	2.b.1
	2.b.2

3. CUSTOMER AND MARKET FOCUS	
AREAS FOR IMPROVEMENT	STRENGTHS
3.a.1	
3.a.2	
3.a.3	
3.b.1	
3.b.2	

4. PEOPLE MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
4.a.1	
4.a.2	
	4.a.3
4.a.4	
4.b.1	
	4.b.2
	4.b.3
4.b.4	
	4.c.1

5. RESOURCES AND INFORMATION MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
	5.a.1
5.a.2	
5.a.3	
5.b.1	
5.b.2	
5.b.3	
5.c.1	
5.c.2	
	5.c.3
5.c.4	
5.c.5	

6. PROCESSES	
AREAS FOR IMPROVEMENT	STRENGTHS
6.a.1	
6.a.2	
6.a.3	
	6.a.4
6.a.5	
6.b.1	
6.b.2	
6.b.3	

7. SOCIAL RESPONSIBILITY	
AREAS FOR IMPROVEMENT	STRENGTHS
7.1	
7.2	
7.3	
	7.4

8. CUSTOMER SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
	8.1
8.2	

9. PEOPLE SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
9.1	
9.2	
9.3	

10. SUPPLIER AND PARTNERSHIP PERFORMANCE	
AREAS FOR IMPROVEMENT	STRENGTHS
10.01	
10.02	
10.03	
10.04	
10.05	
10.06	
10.07	
10.08	
10.09	
10.1	

11. RESULTS	
AREAS FOR IMPROVEMENT	STRENGTHS
	11.a.1
11.a.2	
	11.a.3
11.a.4	
11.b.1	
	11.b.2
11.b.3	
11.b.4	
	11.b.5
11.b.6	

Faculty D – Detail of areas for improvement and strengths

	Criterion 1: Leadership	**Areas for improvement**	**Strengths**
1a.	**How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**		
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?	x	
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?	x	
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	x	
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	x	
1a.5	Do the leaders in my organisation actively become involved in transformation processes?	x	
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?	x	
1b.	**How do leaders support improvement and involvement.**		
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?	x	
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	x	
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	x	
1c.	**How leaders recognise and appreciate people's efforts and achievements.**		
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	x	
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?	x	

	Criterion 2: Policy and Strategy	Areas for improvement	Strengths
2a.	**How policy and strategy are developed, communicated and implemented.**		

2a.1	Does my organisation develop policy and strategy based upon:
	    o legislative requirements?
	    o performance indicators?
	    o customer and stakeholder requirements?
	    o organisation's peoples capabilities?
	    o supplier and partner capabilities?
	    o government initiatives, directions and standards?
		x	

2a.2	Does my organisation communicate policy and strategy to its people?	x	
2b.	How policy and strategy are regularly reviewed, updated and improved?		
2b.1	Does my organisation review performance requirements and key performance measures?		x
2b.2	Does my organisation track performance relative to plans?		X

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths
3a.	**How customer and stakeholder needs are determined and used.**		
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	x	
3a.2	Does my organisation evaluate, process and act on information received?	x	
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x	
3b.	**How customer and stakeholder satisfaction is determined.**	x	
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?		
3b.2	Does my organisation resolve complaints promptly and effectively?	x	

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Criterion 4: People Management	Areas for improvement	Strengths
4a. **How people capabilities are developed and reviewed.**		
4a.1 Does my organisation align the people resources plan with policy, strategy and values?	x	
4a.2 Does my organisation orientate new employees?	x	
4a.3 Does my organisation develop people through work experience?		x
4a.4 Does my organisation acknowledge and manage cultural diversity within the workforce?	x	
4b. **How people are involved, empowered and recognition is ensured.**		
4b.1 Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?	x	
4b.2 Does my organisation empower people to take action and evaluate the effectiveness?		x
4b.3 Does my organisation achieve effective up, down and lateral communication?		x
4b.4 Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	x	
4c. **How people are cared for.**		
4c.1 Does my organisation include well-being factors in improvement activities – for example, health and safety?		x

Criterion 5: Resources and Information Management	Areas for improvement	Strengths
5a.	**How financial resources are managed.**		
5a.1	Does my organisation use financial management to support policy and strategy?		x
5a.2	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	x	
5a.3	Does my organisation analyse and review organisation performance against budget?	x	
5b.	**How information resources are managed.**		
5b.1	Does my organisation structure and manage information to support policy and strategy?	x	
5b.2	Does my organisation evaluate and keep current with changing customer and stakeholder needs?	x	
5b.3	Does my organisation ensure everyone has appropriate information to do their work?	x	
5c.	**How materials and other resources are managed.**		
5c.1	Does my organisation make best use of buildings, equipment and other resources?	x	
5c.2	Does my organisation manage tender processes and contracts effectively?	x	
5c.3	Does my organisation identify, evaluate and use alternative and emerging technologies?		x
5c.4	Does my organisation manage and optimise material inventories?	x	
5c.5	Does my organisation improve supplier and partner relationships?	x	

	Criterion 6: Processes	Areas for improvement	Strengths
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**		
6a.1	Does my organisation identify key processes?	x	
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?	x	
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	x	
6a.4	Does my organisation establish process ownership, responsibility and accountability?		x
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x	
6b.	**How processes are reviewed and targets are set for improvement.**		
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?	x	
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?	x	
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?	x	

Criterion 7: Social Responsibility	Areas for improvement	Strengths
7. **Measurements of the organisation's impact on the local society.**		
7.1 Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	x	
7.2 Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	x	
7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	x	
7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?		x

	Criterion 8: Customer and Stakeholder Satisfaction	Areas for improvement	Strengths
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**		
8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are: o fairness and courtesy o integrity o level of customer satisfaction and dissatisfaction o communication o awards and allocates received		x
8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are: o accessibility of service o responsiveness and flexibility in meeting customer needs o defect ,error and waste o reliability and sustainability of service o cost of service o response time o percentage of complaints resolved on first contact o documentation simplicity, convenience and accuracy	x	

Criterion 9: People Satisfaction	Areas for improvement	Strengths
9. **Measurements relating to the satisfaction of the organisation's people.**		

9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:
   o   ethical conduct
   o   safe and pleasant working environment
   o   equal opportunities
   o   training and development
   o   recognition and appreciation of individuals and teams
	x	

9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:
   o   absenteeism
   o   grievances
   o   staff turnover
   o   strikes and disputes
   o   accident levels
   o   use of facilities provided by the organisation (for example, recreation, crèche)
	x	

9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
   o   accuracy of personnel administration
   o   communication effectiveness
   o   speed of response to enquiries
	x	

	Criterion 10: Suppliers and Partnership Performance	Areas for improvement	Strengths
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**		
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x	
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x	
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x	
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x	
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x	
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	x	
10.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	x	
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	x	
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	x	
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x	

Criterion 11: Organisation Results	Areas for improvement	Strengths
11a. **Financial measurements of the organisation's performance.**		

11a.1   Does my organisation have results (supported by numbers) that show trends in areas such as:
     o   gross margins?
     o   net surplus (for example, trading services)?
     o   Sales (for example, electricity and water)?
		x

11a.2   Does my organisation have results (supported by numbers) that show trends in balance sheet items including
     o   long term borrowing?
     o   total sales?
     o   working capital (including inventory turnover)?
	x	

11a.3 Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?		x

11a.4   Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:
     o   outstanding debtors (for example, non-payment and credit control)?
     o   return on funds?
	x	

11b. **Additional measurements of the organisation's performance.**		
11b.1 Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	x	

11b.2   Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as:
     o   defect rate?
     o   productivity?
     o   service time?
		x

	Criterion 11: Organisation Results	Areas for improvement	Strengths

11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:
	   o accessibility?
	   o relevance?
	   o timeliness?
		x	

11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:
	   o inventory turnover?
	   o price?
	   o response time?
		x	

11b.5	Does my organisation have results (supported by numbers) that show trends in asset relating to areas such as:
	   o maintenance costs?
	   o utilisation?
			x

11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?	x	

Faculty E – Summary of areas for improvement and strengths

1. LEADERSHIP	
AREAS FOR IMPROVEMENT	STRENGTHS
	1.a.1
	1.a.2
1.a.3	
1.a.4	
1.a.5	
	1.a.6
	1.b.1
1.b.2	
1.b.3	
1.c.1	
1.c.2	

2. STRATEGY AND PLANNING	
AREAS FOR IMPROVEMENT	STRENGTHS
2.a.1	
2.a.2	
2.b.1	
2.b.2	

3. CUSTOMER AND MARKET FOCUS	
AREAS FOR IMPROVEMENT	STRENGTHS
3.a.1	
3.a.2	
3.a.3	
3.b.1	
	3.b.2

4. PEOPLE MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
4.a.1	
4.a.2	
	4.a.3
4.a.4	
4.b.1	
	4.b.2
4.b.3	
4.b.4	
4.c.1	

5. RESOURCES AND INFORMATION MANAGEMENT	
AREAS FOR IMPROVEMENT	STRENGTHS
	5.a.1
	5.a.2
5.a.3	
5.b.1	
	5.b.2
5.b.3	
	5.c.1
	5.c.2
	5.c.3
5.c.4	
	5.c.5

6. PROCESSES	
AREAS FOR IMPROVEMENT	STRENGTHS
	6.a.1
	6.a.2
6.a.3	
	6.a.4
6.a.5	
	6.b.1
	6.b.2
	6.b.3

7. SOCIAL RESPONSIBILITY	
AREAS FOR IMPROVEMENT	STRENGTHS
7.1	
	7.2
7.3	
	7.4

8. CUSTOMER SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
	8.1
8.2	

9. PEOPLE SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
9.1	
9.2	
9.3	

10. SUPPLIER AND PARTNERSHIP PERFORMANCE	
AREAS FOR IMPROVEMENT	STRENGTHS
10.01	
10.02	
10.03	
10.04	
10.05	
10.06	
10.07	
10.08	
10.09	
10.1	

11. RESULTS	
AREAS FOR IMPROVEMENT	STRENGTHS
	11.a.1
	11.a.2
	11.a.3
	11.a.4
11.b.1	
	11.b.2
11.b.3	
11.b.4	
11.b.5	
11.b.6	

Faculty E – Detail of areas for improvement and strengths

	Criterion 1: Leadership	Areas for improvement	Strengths
1a.	**How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**		
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?		x
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?		x
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	x	
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	x	
1a.5	Do the leaders in my organisation actively become involved in transformation processes?	x	
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?		x
1	**How do leaders support improvement and involvement.**		
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?		x
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	x	
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	x	
1c.	**How leaders recognise and appreciate people's efforts and achievements.**		
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	x	
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?	x	

	Criterion 2: Policy and Strategy	Areas for improvement	Strengths
2a.	**How policy and strategy are developed, communicated and implemented.**		
2a.1	Does my organisation develop policy and strategy based upon: 　o　legislative requirements? 　o　performance indicators? 　o　customer and stakeholder requirements? 　o　organisation's peoples capabilities? 　o　supplier and partner capabilities? 　o　government initiatives, directions and standards?	x	
2a.2	Does my organisation communicate policy and strategy to its people?	x	
2b.	**How policy and strategy are regularly reviewed, updated and improved?**		
2b.1	Does my organisation review performance requirements and key performance measures?	x	
2b.2	Does my organisation track performance relative to plans?	x	

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths
3a.	**How customer and stakeholder needs are determined and used.**		
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	x	
3a.2	Does my organisation evaluate, process and act on information received?	x	
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x	
3b.	**How customer and stakeholder satisfaction is determined.**		
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	x	
3b.2	Does my organisation resolve complaints promptly and effectively?		x

	Criterion 4: People Management	Areas for improvement	Strengths
4a.	**How people capabilities are developed and reviewed.**		
4a.1	Does my organisation align the people resources plan with policy, strategy and values?	x	
4a.2	Does my organisation orientate new employees?	X	
4a.3	Does my organisation develop people through work experience?		x
4a.4	Does my organisation acknowledge and manage cultural diversity within the workforce?	X	
4b.	**How people are involved, empowered and recognition is ensured.**		
4b.1	Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?	x	
4b.2	Does my organisation empower people to take action and evaluate the effectiveness?		x
4b.3	Does my organisation achieve effective up, down and lateral communication?	x	
4b.4	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	x	
4c.	**How people are cared for.**		
4c.1	Does my organisation include well-being factors in improvement activities - for example, health and safety?	x	

	Criterion 5: Resources and Information Management	Areas for improvement	Strengths
5a.	**How financial resources are managed.**		
5a.1	Does my organisation use financial management to support policy and strategy?		x
5a.2	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?		x
5a.3	Does my organisation analyse and review organisation performance against budget?	x	
5b.	**How information resources are managed.**		
5b.1	Does my organisation structure and manage information to support policy and strategy?	x	
5b.2	Does my organisation evaluate and keep current with changing customer and stakeholder needs?		x
5b.3	Does my organisation ensure everyone has appropriate information to do their work?	x	
5c.	**How materials and other resources are managed.**		
5c.1	Does my organisation make best use of buildings, equipment and other resources?		x
5c.2	Does my organisation manage tender processes and contracts effectively?		x
5c.3	Does my organisation identify, evaluate and use alternative and emerging technologies?		x
5c.4	Does my organisation manage and optimise material inventories?	x	
5c.5	Does my organisation improve supplier and partner relationships?		x

	Criterion 6: Processes	Areas for improvement	Strengths
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**		
6a.1	Does my organisation identify key processes?		x
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?		x
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	x	
6a.4	Does my organisation establish process ownership, responsibility and accountability?		x
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x	
6b.	**How processes are reviewed and targets are set for improvement.**		
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?		x
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?		x
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?		x

Criterion 7: Social Responsibility	Areas for improvement	Strengths
7. **Measurements of the organisation's impact on the local society.**		
7.1 Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	x	
7.2 Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?		x
7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	x	
7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?		x

	Criterion 8: Customer and Stakeholder Satisfaction	Areas for improvement	Strengths
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**		
8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are: o fairness and courtesy o integrity o level of customer satisfaction and dissatisfaction o communication o awards and allocates received.		x
8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are: o accessibility of service o responsiveness and flexibility in meeting customer needs o defect, error and waste o reliability and sustainability of service o cost of service o response time o percentage of complaints resolved on first contact o documentation simplicity, convenience and accuracy	x	

Criterion 9: People Satisfaction	Areas for improvement	Priorities
9. Measurements relating to the satisfaction of the organisation's people.		
9.1 Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are: ○ ethical conduct ○ safe and pleasant working environment ○ equal opportunities ○ training and development ○ recognition and appreciation of individuals and teams.	x	
9.2 Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are: ○ absenteeism ○ grievances ○ staff turnover ○ strikes and disputes ○ accident levels ○ use of facilities provided by the organisation (for example, recreation, crèche)	x	
9.3 Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are: ○ accuracy of personnel administration ○ communication effectiveness ○ speed of response to enquiries	x	

Criterion 10: Suppliers and Partnership Performance		Areas for improvement	Strengths
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**		
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x	
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x	
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x	
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x	
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x	
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	x	
10.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	x	
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	x	
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	x	
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x	

	Criterion 11: Organisation Results	Areas for improvement	Strengths
11a.	Financial measurements of the organisation's performance.		

11a.1	Does my organisation have results (supported by numbers) that show trends in areas such as:
	   o gross margins?
	   o net surplus (for example, trading services)?
	   o Sales (for example, electricity and water)?
			x

11a.2	Does my organisation have results (supported by numbers) that show trends in balance sheet items including
	   o long term borrowing?
	   o total sales?
	   o working capital (including inventory turnover)?
			x

11a.3	Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?		x

11a.4	Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:
	   o outstanding debtors (for example, non-payment and credit control)?
	   o return on funds?
			x

11b.	Additional measurements of the organisation's performance.		
11b.1	Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	x	

11b.2	Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as:
	   o defect rate?
	   o productivity?
	   o service time?
			x

	Criterion 11: Organisation Results	Areas for improvement	Strengths

11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:
	   o accessibility?
	   o relevance?
	   o timeliness?
		x	

11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:
	   o inventory turnover?
	   o price?
	   o response time?
		x	

11b.5	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
	   o maintenance costs?
	   o utilisation?
		x	

11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?	x	

Department A – Summary of areas for improvement and strength

1. LEADERSHIP

AREAS FOR IMPROVEMENT	STRENGTHS
	1.a.1
	1.a.2
	1.a.3
1.a.4	
	1.a.5
	1.a.6
	1.b.1
1.b.2	
	1.b.3
1.c.1	
	1.c.2

2. STRATEGY AND PLANNING

AREAS FOR IMPROVEMENT	STRENGTHS
	2.a.1
	2.a.2
2.b.1	
	2.b.2

3. CUSTOMER AND MARKET FOCUS

AREAS FOR IMPROVEMENT	STRENGTHS
	3.a.1
	3.a.2
3.a.3	
	3.b.1
	3.b.2

4. PEOPLE MANAGEMENT

AREAS FOR IMPROVEMENT	STRENGTHS
4.a.1	
4.a.2	
	4.a.3
	4.a.4
4.b.1	
4.b.2	
4.b.3	
	4.b.4
4.c.1	

5. RESOURCES AND INFORMATION MANAGEMENT

AREAS FOR IMPROVEMENT	STRENGTHS
5.a.1	
5.a.2	
5.a.3	
5.b.1	
	5.b.2
5.b.3	
	5.c.1
5.c.2	
	5.c.3
5.c.4	
	5.c.5

6. PROCESSES	
AREAS FOR IMPROVEMENT	STRENGTHS
	6.a.1
	6.a.2
6.a.3	
	6.a.4
6.a.5	
	6.b.1
	6.b.2
	6.b.3

7. SOCIAL RESPONSIBILITY	
AREAS FOR IMPROVEMENT	STRENGTHS
7.1	
7.2	
	7.3
	7.4

8. CUSTOMER SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
	8.1
8.2	

9. PEOPLE SATISFACTION	
AREAS FOR IMPROVEMENT	STRENGTHS
9.1	
9.2	
9.3	

10. SUPPLIER AND PARTNERSHIP PERFORMANCE	
AREAS FOR IMPROVEMENT	STRENGTHS
10.01	
10.02	
10.03	
10.04	
10.05	
	10.06
10.07	
10.08	
10.09	
10.1	

11. RESULTS	
AREAS FOR IMPROVEMENT	STRENGTHS
11.a.1	
11.a.2	
	11.a.3
	11.a.4
	11.b.1
11.b.2	
	11.b.3
11.b.4	
11.b.5	
11.b.6	

Department A – Detail of areas for improvement and strengths

	Criterion 1: Leadership	Areas for improvement	Strengths
1a.	**How leaders visibly demonstrate their commitment to a culture of Performance Excellence.**		
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?		x
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?		x
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?		x
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	x	
1a.5	Do the leaders in my organisation actively become involved in transformation processes?		x
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?		x
1b.	**How do leaders support improvement and involvement.**		
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?		x
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	x	
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?		x
1c.	**How leaders recognise and appreciate people's efforts and achievements.**		
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	x	
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?		x

Criterion 2: Policy and Strategy	Areas for improvement	Strengths
2a. **How policy and strategy are developed, communicated and implemented.**		

2a.1 Does my organisation develop policy and strategy based upon:
    o   legislative requirements?
    o   performance indicators?
    o   customer and stakeholder requirements?
    o   organisation's peoples capabilities?
    o   supplier and partner capabilities?
    o   government initiatives, directions and standards?
		x

2a.2 Does my organisation communicate policy and strategy to its people?		x
2b. **How policy and strategy are regularly reviewed, updated and improved?**		
2b.1 Does my organisation review performance requirements and key performance measures?	x	
2b.2 Does my organisation track performance relative to plans?		x

Criterion 3: Customer and Stakeholder Focus		Areas for improvement	Strengths
3a.	**How customer and stakeholder needs are determined and used.**		
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?		x
3a.2	Does my organisation evaluate, process and act on information received?		x
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x	
3b.	**How customer and stakeholder satisfaction is determined.**		
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?		x
3b.2	Does my organisation resolve complaints promptly and effectively?		x

	Criterion 4: People Management	Areas for improvement	Strengths
4a.	**How people capabilities are developed and reviewed.**		
4a.1	Does my organisation align the people resources plan with policy, strategy and values?	x	
4a.2	Does my organisation orientate new employees?	x	
4a.3	Does my organisation develop people through work experience?		x
4a.4	Does my organisation acknowledge and manage cultural diversity within the workforce?		x
4	**How people are involved, empowered and recognition is ensured.**		
4b.1	Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?	x	
4b.2	Does my organisation empower people to take action and evaluate the effectiveness?	x	
4b.3	Does my organisation achieve effective up, down and lateral communication?	x	
4b.4	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?		x
4c.	**How people are cared for.**		
4c.1	Does my organisation include well-being factors in improvement activities - for example, health and safety?	x	

	Criterion 5: Resources and Information Management	Areas for improvement	Strengths
5a.	**How financial resources are managed.**		
5a.1	Does my organisation use financial management to support policy and strategy?	x	
5a.2	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?	x	
5a.3	Does my organisation analyse and review organisation performance against budget?	x	
5b.	**How information resources are managed.**		
5b.1	Does my organisation structure and manage information to support policy and strategy?	x	
5b.2	Does my organisation evaluate and keep current with changing customer and stakeholder needs?		x
5b.3	Does my organisation ensure everyone has appropriate information to do their work?	x	
5c.	**How materials and other resources are managed.**		
5c.1	Does my organisation make best use of buildings, equipment and other resources?		x
5c.2	Does my organisation manage tender processes and contracts effectively?	x	
5c.3	Does my organisation identify, evaluate and use alternative and emerging technologies?		x
5c.4	Does my organisation manage and optimise material inventories?	x	
5c.5	Does my organisation improve supplier and partner relationships?		x

Criterion 6: Processes	Areas for improvement	Strengths
6a. **How processes (key to the success of the organisation) are identified and systematically managed.**		
6a.1 Does my organisation identify key processes?		x
6a.2 Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?		x
6a.3 Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	x	
6a.4 Does my organisation establish process ownership, responsibility and accountability?		x
6a.5 Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x	
6b. **How processes are reviewed and targets are set for improvement.**		
6b.1 Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?		x
6b.2 Does my organisation encourage the innovation and creative talents of employees in process improvement?		x
6b.3 Does my organisation manage and support new or process changes through testing, communication and review?		x

Criterion 7: Social Responsibility	Areas for improvement	Strengths
7. **Measurements of the organisation's impact on the local society.**		
7.1 Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	x	
7.2 Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?	x	
7.3 Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?		x
7.4 Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?		x

	Criterion 8: Customer and Stakeholder Satisfaction	Areas for improvement	Strengths
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**		
8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are: o fairness and courtesy o integrity o level of customer satisfaction and dissatisfaction o communication o awards and allocates received	x	
8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are: o accessibility of service o responsiveness and flexibility in meeting customer needs o defect ,error and waste o reliability and sustainability of service o cost of service o response time o percentage of complaints resolved on first contact o documentation simplicity, convenience and accuracy		x

	Criterion 9: People Satisfaction	Areas for improvement	Strengths

9.1	**Measurements relating to the satisfaction of the organisation's people.**
	
	Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are:
	
	   o ethical conduct
	   o safe and pleasant working environment
	   o equal opportunities
	   o training and development
	   o recognition and appreciation of individuals and teams
		x	

9.2	Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are:
	
	   o absenteeism
	   o grievances
	   o staff turnover
	   o strikes and disputes
	   o accident levels
	   o use of facilities provided by the organisation (for example, recreation, crèche)
		x	

9.3	Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are:
	
	   o accuracy of personnel administration
	   o communication effectiveness
	   o speed of response to enquiries
		x	

	Criterion 10: Suppliers and Partnership Performance	Areas for improvement	Strengths
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**		
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x	
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x	
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x	
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x	
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x	
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?		x
10.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	x	
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	x	
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	x	
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x	

	Criterion 11: Organisation Results	Areas for improvement	Strengths
11a.	**Financial measurements of the organisation's performance.**		
11a.1	Does my organisation have results (supported by numbers) that show trends in areas such as: o gross margins? o net surplus (for example, trading services)? o Sales (for example, electricity and water)?	x	
11a.2	Does my organisation have results (supported by numbers) that show trends in balance sheet items including o long term borrowing? o total sales? o working capital (including inventory turnover)?	x	
11a.3	Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?		x
11a.4	Does my organisation have results (supported by numbers) that show trends in other relevant areas such as: o outstanding debtors (for example, non-payment and credit control)? o return on funds?		x
11b.	**Additional measurements of the organisation's performance.**		
11b.1	Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?		x
11b.2	Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as: o defect rate? o productivity? o service time?	x	

	Criterion 11: Organisation Results	**Areas for improvement**	**Strengths**

11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as:
	
	   o accessibility?
	   o relevance?
	   o timeliness?
			x

11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as:
	
	   o inventory turnover?
	   o price?
	   o response time?
		x	

11b.5	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as:
	
	   o maintenance costs?
	   o utilisation?
		x	

11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?	x	

APPENDIX 5:

PRIORITIES – AREAS FOR IMPROVEMENT AND STRENGTHS

Faculty E – Priorities: Areas for improvement and strengths

After the workshop had been conducted in the Faculty, a follow-up workshop was held with the Dean and Heads of departments to prioritise the areas for improvements and strengths. The group was requested to prioritise each **area for improvement** in the sub-criteria

	Criterion 1: Leadership	Areas for improvement	Strengths	Priorities
1a.	How leaders visibly demonstrate their commitment to a culture of Performance Excellence.			
1a.1	Do the leaders in my organisation set organisation direction and seek future opportunities for the organisation?		x	
1a.2	Do the leaders in my organisation act as role models for the organisation's value and expectations, leading by example?		x	
1a.3	Do the leaders in my organisation make themselves accessible, listen and respond to the organisation's people and stakeholders?	x		
1a.4	Do the leaders in my organisation review and improve the effectiveness of their own leadership?	x		x
1a.5	Do the leaders in my organisation actively become involved in transformation processes?	x		
1a.6	Do the leaders in my organisation address public responsibilities and practice good citizenship?		x	
1b.	How do leaders support improvement and involvement.			
1b.1	Do the leaders in my organisation fund continuous learning, facilitation and improvement activities?		x	
1b.2	Do the leaders in my organisation use appraisal and promotion systems to support improvement and involvement?	x		x
1b.3	Do the leaders in my organisation become involved with customers, partners and supplier chains to understand and respond to mutual interests?	x		

	Criterion 1: Leadership	Areas for improvement	Strengths	Priorities
1c.	How leaders recognise and appreciate people's efforts and achievements.			
1c.1	Do the leaders in my organisation recognise individuals and teams at all levels within the organisation?	x		x
1c.2	Do the leaders in my organisation recognise individuals and teams outside the organisation (for example, customers, suppliers and partners)?	x		

	Criterion 2: Policy and Strategy	Areas for improvement	Strengths	Priorities
2a.	**How policy and strategy are developed, communicated and implemented.**			

2a.1	Does my organisation develop policy and strategy based upon:
	   o legislative requirements?
	   o performance indicators?
	   o customer and stakeholder requirements?
	   o organisation's peoples capabilities?
	   o supplier and partner capabilities?
	   o government initiatives, directions and standards?
		x		

2a.2	Does my organisation communicate policy and strategy to its people?	x		x
2b.	**How policy and strategy are regularly reviewed, updated and improved?**			
2b.1	Does my organisation review performance requirements and key performance measures?	x		x
2b.2	Does my organisation track performance relative to plans?	x		

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths	Priorities
3a.	How customer and stakeholder needs are determined and used.			
3a.1	Does my organisation evaluate and improve its approach to listening and learning from customers and stakeholders?	x		x
3a.2	Does my organisation evaluate, process and act on information received?	x		
3a.3	Does my organisation determine and review customer and stakeholder contact requirements and deploy the requirements to all employees?	x		

	Criterion 3: Customer and Stakeholder Focus	Areas for improvement	Strengths	Priorities
3b.	How customer and stakeholder satisfaction is determined.			
3b.1	Does my organisation follow up with customers and stakeholders on products and services to receive prompt and actionable feedback?	x		x
3b.2	Does my organisation resolve complaints promptly and effectively?	x		

	Criterion 4: People Management	Areas for improvement	Strengths	Priorities
4a.	How people capabilities are developed and reviewed.			
4a.1	Does my organisation align the people resources plan with policy, strategy and values?	x		x
4a.2	Does my organisation orientate new employees?	x		
4a.3	Does my organisation develop people through work experience?		x	
4a.4	Does my organisation acknowledge and manage cultural diversity within the workforce?	x		
4b.	How people are involved, empowered and recognition is ensured.			
4b.1	Does my organisation involve all its people (as individuals and teams) in continuous improvement activities?	x		x
4b.2	Does my organisation empower people to take action and evaluate the effectiveness?		x	
4b.3	Does my organisation achieve effective up, down and lateral communication?	x		
4b.4	Does my organisation design and apply innovative systems to sustain involvement, empowerment and achievement?	x		
4c.	How people are cared for.			
4c.1	Does my organisation include well-being factors in improvement activities – for example, health and safety?	x		x

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Criterion 5: Resources and Information Management		Areas for improvement	Strengths	Priorities
5a.	**How financial resources are managed.**			
5a.1	Does my organisation use financial management to support policy and strategy?		x	
5a.2	Does my organisation improve financial parameters, such as cash flow, profitability, costs and margins and assets?		x	
5a.3	Does my organisation analyse and review organisation performance against budget?	x		x
5b.	**How information resources are managed.**			
5b.1	Does my organisation structure and manage information to support policy and strategy?	x		x
5b.2	Does my organisation evaluate and keep current with changing customer and stakeholder needs?		x	
5b.3	Does my organisation ensure everyone has appropriate information to do their work?	x		
5c.	**How materials and other resources are managed.**			
5c.1	Does my organisation make best use of buildings, equipment and other resources?		x	
5c.2	Does my organisation manage tender processes and contracts effectively?		x	
5c.3	Does my organisation identify, evaluate and use alternative and emerging technologies?		x	
5c.4	Does my organisation manage and optimise material inventories?	x		x
5c.5	Does my organisation improve supplier and partner relationships?		x	

	Criterion 6: Processes	Areas for improvement	Strengths	Priorities
6a.	**How processes (key to the success of the organisation) are identified and systematically managed.**			
6a.1	Does my organisation identify key processes?		x	
6a.2	Does my organisation incorporate changing customer and stakeholder requirements into product and service processes?		x	
6a.3	Does my organisation design product, service and delivery processes to meet quality standards and operational performance requirements?	x		x
6a.4	Does my organisation establish process ownership, responsibility and accountability?		x	
6a.5	Does my organisation use established systems, for example, NOSA, quality, environmental, health and safety systems in process management?	x		
6b.	**How processes are reviewed and targets are set for improvement.**			
6b.1	Does my organisation continuously identify and prioritise methods of improvement, both incremental and breakthrough?		x	
6b.2	Does my organisation encourage the innovation and creative talents of employees in process improvement?		x	
6b.3	Does my organisation manage and support new or process changes through testing, communication and review?		x	

	Criterion 7: Social Responsibility	Areas for improvement	Strengths	Priorities
7.	**Measurements of the organisation's impact on the local society.**			
7.1	Does my organisation have results (supporters by numbers) that show trends in relation to improved performance as a responsible government authority, for example equal opportunity practices?	x		x
7.2	Does my organisation have results (supported by numbers) that show trends in relation to promoting community involvement in outreach initiatives, such as education and training, sport, medical and welfare?		x	
7.3	Does my organisation have results (supported by numbers) that show trends in relation to handling of changes in employment levels?	x		
7.4	Does my organisation have results (supported by numbers) that show trends in relation to receiving accolades and awards?		x	

Criterion 8: Customer and Stakeholder Satisfaction		Areas for improvement	Strengths	Priorities
8.	**Measurements relating to the satisfaction of the organisation's customers and stakeholders.**			

8.1	Does my organisation have results (supported by numbers) that show trends in relation to improved overall image? Areas to consider are:
	
	    o fairness and courtesy
	    o integrity
	    o level of customer satisfaction and dissatisfaction
	    o communication
	    o awards and allocates received.
			x	

8.2	Does my organisation have results (supported by numbers) that show trends in relation to its products and services? Areas to consider are:
	
	    o accessibility of service
	    o responsiveness and flexibility in meeting customer needs
	    o defect, error and waste
	    o reliability and sustainability of service
	    o cost of service
	    o response time
	    o percentage of complaints resolved on first contact
	    o documentation simplicity, convenience and accuracy
		x		x

	Criterion 9: People Satisfaction	Areas for improvement	Strengths	Priorities
9.	**Measurements relating to the satisfaction of the organisation's people.**			
9.1	Does my organisation have results (supported by numbers) that show trends in relation to the motivation and involvement of its people? Areas to consider are: o ethical conduct o safe and pleasant working environment o equal opportunities o training and development o recognition and appreciation of individuals and teams.	x		x
9.2	Does my organisation have results (supported by numbers) that show trends in relation to the satisfaction and well-being of its people? Areas to consider are: o absenteeism o grievances o staff turnover o strikes and disputes o accident levels o use of facilities provided by the organisation (for example, recreation, crèche)	x		
9.3	Does my organisation have results (supported by numbers) that show trends in relation to services provided to its people? Areas to consider are: o accuracy of personnel administration o communication effectiveness o speed of response to enquiries	x		

	Criterion 10: Suppliers and Partnership Performance	Areas for improvement	Strengths	Priorities
10.	**Measurements relating to the performance of the organisation's suppliers and partners.**			
10.1	Does my organisation have results (supported by numbers) that show trends in integrity?	x		
10.2	Does my organisation have results (supported by numbers) that show trends in reliability?	x		
10.3	Does my organisation have results (supported by numbers) that show trends in performance levels?	x		
10.4	Does my organisation have results (supported by numbers) that show trends in cost reduction due to performance audit?	x		
10.5	Does my organisation have results (supported by numbers) that show trends enhancement of supplier and partner knowledge?	x		
10.6	Does my organisation have results (supported by numbers) that show trends in continuous improvement in product and service quality?	x		x
10.7	Does my organisation have results (supported by numbers) that show trends in ability to respond to organisational needs?	x		
10.8	Does my organisation have results (supported by numbers) that show trends in speed of response to customer complaints?	x		
10.9	Does my organisation have results (supported by numbers) that show trends in added value of partnerships?	x		
10.10	Does my organisation have results (supported by numbers) that show trends in application of equity principles (for example, employment practices and SMME's)?	x		

Criterion 11: Organisation Results		Areas for improvement	Strengths	Priorities
11a.	**Financial measurements of the organisation's performance.**			

11a.1	Does my organisation have results (supported by numbers) that show trends in areas such as:
	   o gross margins?
	   o net surplus (for example, trading services)?
	   o Sales (for example, electricity and water)?
			x	

11a.2	Does my organisation have results (supported by numbers) that show trends in balance sheet items including
	   o long term borrowing?
	   o total sales?
	   o working capital (including inventory turnover)?
			x	

11a.3	Does my organisation have results (supported by numbers) that show trends in cash flow items including o operating cash flow?		x	

11a.4	Does my organisation have results (supported by numbers) that show trends in other relevant areas such as:
	   o outstanding debtors (for example, non-payment and credit control)?
	   o return on funds?
			x	

11b.	**Additional measurements of the organisation's performance.**			
11b.1	Does my organisation have results (supported by numbers) that show trends in overall performance improvement relating to service levels?	x		x

	Criterion 11: Organisation Results	Areas for improvement	Strengths	Priorities
11b.2	Does my organisation have results (supported by numbers) that show trends in key processes relating to areas such as: o defect rate? o productivity? o service time?		x	
11b.3	Does my organisation have results (supported by numbers) that show trends in information relating to areas such as: o accessibility? o relevance? o timeliness?	x		
11b.4	Does my organisation have results (supported by numbers) that show trends in suppliers and materials relating to areas such as: o inventory turnover? o price? o response time?	x		
11b.5	Does my organisation have results (supported by numbers) that show trends in assets relating to areas such as: o maintenance costs? o utilisation?	x		
11b.6	Does my organisation have results (supported by numbers) that show trends in technology relating to areas such as: o impact on service efficiency?	x		