# 2019 Feedback Report

**New Mexico Performance Excellence Awards**

**QUALITY NEW MEXICO®**

December 2019

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*Congratulations on your 2019 Roadrunner Recognition achievement!* We commend your organization for its 'commitment to performance excellence'.

Your organization's Self-Assessment was formally reviewed by members of the NMPEA Board of Examiners in the seven categories as defined by the Baldrige Framework for Excellence®. Its Criteria is used worldwide to guide operations, improve performance, and achieve sustainable results.

The following Feedback Report was prepared by members (Team) of the Board of Examiners in response to your Self-Assessment. It describes areas identified as strengths and opportunities for improvement. The report contains the Team's observations about your organization. It is not intended to be judgmental or prescriptive. You will decide what is most important to you and how best to address the opportunities. We are optimistic that the comments are relative and clear so you can incorporate them into your improvement process.

The following segments of your Feedback Report are intended to help better understand and use the information:

- *2019-20 Baldrige Framework* for Excellence® – 'systems perspective' reference
- *Executive Summary* – most important strengths or outstanding practices and significant opportunities
- *Organizational Profile – Linkages and Alignment – your Profile is a critical element to understand the context of your organization*
- *Item-Level Strengths and Opportunities for Improvement with Comment Tags* – Criteria focused 'topics' conveyed by Examiners
- *Appendix A Scoring Bands* – the Band most descriptive of achievement level in *overall* processes and results – identified in the Executive Summary
- *Appendix B Scoring Range Descriptions* – the Range most descriptive of achievement in Item processes and results – identified in each Criteria Item

If you have any questions or general feedback on your report, we look forward to hearing from you. We are here to support your efforts along your 'journey to excellence'.

Sincerely,

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EXECUTIVE SUMMARY

Your Self-Assessment for Los Alamos Department of Public Utilities (DPU), hereafter called DPU, was submitted, reviewed, and scored at Level 4 Zia.

Throughout the review process, your team of Examiners used four factors to evaluate your Processes: Approach, Deployment, Learning and Integration (Categories 1-6); and four factors to evaluate Results: Levels, Trends, Comparisons, and Integration (Category 7).

Your Feedback Report reflects strengths and opportunities for improvement in these factors that will be beneficial in your pursuit of continuous improvement along your 'excellence journey'.

The following Executive Summary provides feedback on the organization's most important or outstanding practices and significant opportunities, concerns or vulnerabilities in response to both Process and Results Items.

## Key Themes - Processes

For overall Process Items (1.1 thru 6.2), you scored in Band 3. Please refer to Appendix A for the Scoring Band Descriptors.

a. The most important strengths or outstanding practices (of potential value to other organizations) are:

| | | |
|---|---|---|
| *Valuing Stakeholders* | S1 | DPU delivers value to its stakeholders through its Strategic Planning Process, key work process design, and key product and work process requirements. Step 1 of the Strategic Planning Process, Gather Input, allows for consideration of the needs of key stakeholders. Stakeholder input is gathered prior to strategic planning and strategic planning goals are aligned to stakeholder requirements. DPU uses its key work process design process to identify performance requirements and develop processes that deliver the desired level of service for all utilities and all stakeholders. DPU determines key product and work process requirements from customers' needs and expectations. Process owners identify stakeholder requirements collected throughout several listening and learning methods. Key communities are those that receive or are impacted by DPU's products and services. This systematic approach may help ensure plans and actions meet differing stakeholder needs and avoid adverse impact on any stakeholders. (Supported by comments from: 1.2, 2.1, and 6.1) |

| | | |
|---|---|---|
| *Organizational Knowledge via Dashboards* | *S2* | DPU drives organizational innovation with new and accumulated knowledge embedded in its dashboard and performance measures. Senior leaders monitor, respond to, and manage actual performance at three levels: enterprise, operational and work unit with a clear line of sight from SOs to key performance measures. Senior leaders and superintendents monitor a variety of measures and actively seek benchmarks for all key measures tied to customer and organizational performance requirements. Key outcomes are sustained through dashboard reviews during the SPP and their relevance is considered during monthly discussions. Gaps that can be addressed easily are assigned to a manager; longer-term or complex issues are addressed as an action plan modification or new strategic objectives. New measures may be developed in response to management or operational concerns or regulatory changes. Finally, DPU ensures the quality of organizational data and information, safeguarding and improving information and knowledge, through its use of a Data Quality Management Program. (Figure 4.2-1) This management-by-fact approach to measure and analyze DPU's performance may mitigate its comparative data limitations of having a small customer base with one very large industrial customer. (Supported by comments from: 1.1, 2.2, 4.1, and 4.2) |
| *High Expectations for the Workforce* | *S3* | DPU sets high expectations for the workforce with its accountability for performance incorporated in its organizational culture of supporting its workforce<br>• to achieve goals and work on career progression through its performance planning and appraisal process:<br>• to align individual performance goals with Mission, Vision, and Values, Strategic Planning Processes, and Key Performance Indicators;<br>• to assess performance continually; and<br>• to raise the bar to improve the process.<br>Senior leaders encourage the workforce to contribute and to embrace meaningful change through all-hands meetings to help all employees understand their role to achieve goals, objectives, and needed changes and to understand the big picture, and how individual scopes of work intermingle. DPU's focus on success includes developing its workforce with a critical skills matrix which is used to direct training of staff to assume mission critical tasks and to show employees what training they need to be competitive for their position. This approach may help DPU achieve its vision to be a high performing utility. (Supported by comments from: 1.1, 5.1, and 5.2) |

b.  The most significant opportunities, concerns, or vulnerabilities are:

*Listening to the Customer*

O1    While specific approaches include publishing quarterly and annual reports, budget and audit performance, dashboard reviews of reliability, customer satisfaction, and ad hoc committees, it is not clear how these approaches are integrated within a larger context. A customer-focused organization addresses not only the product and service characteristics that meet basic customer requirements but also those unique features and characteristics that differentiate DPU from competitors. DPU may be unable to identify unique features and characteristics that differentiate DPU from competitors if it has no process for listening to competitors' customers or a process to manage complaints. DPU may struggle to understand how it is part of a larger business ecosystem and may miss opportunities as they arise and needs change if DPU does not communicate with or engage key partners and key customers as part of leading DPU. While DPU partners with LAC Economic Development to identify what infrastructure new developers for housing or business might need in its effort to listen to potential customers to obtain actionable information, it may miss opportunities for new and possibly innovative relationships that a systems perspective may provide. Integrating customer focus into its processes may help DPU fulfill its customer requirement of quality performance since the ultimate judges of its performance and the quality of its products and services is the customer. (Supported by comments from: 1.1, 3.1, and 3.2)

*Organizational Learning*

O2    While major improvements in response times often require new work systems and/or the simplification of work processes, DPU does not provide evidence of cycles of learning for the processes that ensure effective management of its operations. DPU showcases many approaches that help it design, manage, and improve key products and work processes, but evidence that these approaches have been improved or fine-tuned over time is not provided. Organizational learning includes both continuous improvement of existing approaches and significant change or innovation, leading to new goals, approaches, products, and markets. Identifying strategic opportunities and taking intelligent risks as part of its learning culture and integrating learning in its processes for promotion of legal and ethical behavior and its action plans to key suppliers, partners, and collaborators may help DPU meet its customer requirement of quality performance. (Supported by comments from: 1.1, 2.2, 6.1, and 6.2)

| | | |
|---|---|---|
| *Supplier Focus* | O3 | DPU utilizes its on-call contractor to perform work if the workload exceeds its workforce capability, but it does not appear to have a process to prepare for and manage any periods of workforce growth. A focus on success includes developing suppliers; and creating a supportive environment for taking intelligent risks and encouraging innovation. Major improvements in response times often require agile supplier networks. DPU deploys its action plans to key suppliers, partners, and collaborators via a contract or agreement or the State Procurement Code to ensure that it achieves its key strategic objectives. However, this approach may not have the ability for rapid changeover from one process or one location to another. The pursuit of sustained growth and performance leadership requires a strong future orientation and a willingness to make long-term commitments to suppliers. However, DPU has limited evidence of supplier feedback and performance management processes. Having a supply-network focus may assist DPU in demonstrating its core competency for strategic planning for sustainability to support its vision to explore diversified and innovative solutions. (Supported by comments from: 2.2, 4.1, 5.1, and 6.1) |

## Key Themes - Results

For overall Results Items (7.1 thru 7.5), you scored in Band 2. Please refer to Appendix A for the Scoring Band Descriptors.

c.  Considering the organization's key factors, the most significant strengths found in its <u>results</u> are:

| | | |
|---|---|---|
| *Regulatory Requirements* | S1 | DPU provides results which support its consideration of societal well-being and customer-focused excellence. The results for meeting and exceeding all legal and regulatory requirements (Figure 7.4-7), zero violations with safe drinking water (Figure 7.4-8) and 100% regulatory compliance for drinking water (Figure 7.4-5) may allow DPU to meet its mission of providing safe and reliable utility services in an economically and environmentally sustainable fashion. (Supported by comments from: 7.4) |
| *System Reliability* | S2 | Product performance is performance relative to measures and indicators of product and service characteristics that are important to customers such as product reliability. Results in Figure 7.1-3 Average System Availability Index, Figure 7.1-6 Reportable Main Pipeline Leaks per 100 Miles of Pipeline, and Figure 7.1-8 Water Main Breaks per 100 Miles of Main Pipeline show value to its customers. DPU's ability to address the customer requirement of reliability may be enhanced with such an approach to ensure customer-focused excellence. (Supported by comments from: 7.1) |

| | | |
|---|---|---|
| *Workforce Engagement* | S3 | Organizational success depends on an engaged workforce that benefits from meaningful work, clear organizational direction, the opportunity to learn, and accountability for performance. DPU values its workforce as indicated in Figure 7.4-1 "I know what is expected of me at work" which shows good performance levels, Figure 7.3-2 "Materials and Equipment to Do My Work Right" which shows results exceeding industry benchmark for "Good", and Figure 7.3-8 Employee Engagement which shows improvement from 2016 to 2018. Good performance levels in these areas may assist DPU with its strategic challenges specific to the workforce of the need to cross train and increasing workload. (Supported by comments from: 7.3, and 7.4) |

d. Considering the organization's key factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, linkages) found in its <u>results</u> are:

| | | |
|---|---|---|
| *Segmentation* | O1 | DPU has identified its customer groups as residential, commercial, and large customers yet the corresponding results are lacking. Some results are provided for residential customers (Figures 7.2-3, 7.2-7) and commercial customers (Figures 7.2-2, 7.2-6, 7.2-8) but not for large customers. Some customer-focused results are provided where no customer segmentation is mentioned (Figures 7.2-1, 7.2-4, and 7.2-5). Segmented results may aid DPU with customer-focused excellence which demands constant sensitivity to changing and emerging customer and market requirements and to the factors that drive customer engagement. (Supported by comments from: 7.2) |
| *Customer Satisfaction* | O2 | Customers are the ultimate judges of DPU's performance and the quality of its products and services. Figure 7.2-7, Overall Net Promoter Score (Residential), provides adverse levels of DPU's results for the "likely to recommend" question for its residential customer segment on the customer survey. DPU shows adverse trends from FY2011-FY2017 in Figure 7.2-2 Customer Satisfaction (Commercial) in all segments of its commercial customers and Figure 7.2-3, Customer Satisfaction (Residential), in all segments of its residential customers. DPU shows adverse trends in its customer wait times from FY 2016 - FY 2018 (Figure 7.2-1), Average Customer Phone Wait Time (minutes), and in Abandoned Call Rate for All Customer Segments (Figure 7.1-25). A consistent focus on customer satisfaction, addressing these adverse trends, may help DPU achieve its values for its community by being communicative, organized, and transparent. (Supported by comments from: 7.1 and 7.2) |

*Utility Prices*    *O3*    A customer-focused organization addresses the product and service characteristics that meet basic customer requirements. In market performance, there are adverse trends in the average water bill for residents from FY2013 to FY2018 (Figure 7.5-12 Average Residential Bill (Water)). DPU's average residential electric bill shows decreased performance levels (i.e., increased bills) (Figure 7.5-9 Average Residential Bill (Electric)) for the years 2015-2018. These results may indicate that DPU is not meeting its customer requirement of affordability and value. (Supported by comments from: 7.5)

## ORGANIZATIONAL PROFILE - LINKAGES AND ALIGNMENT

The Organizational Profile captures the key influences on how the organization operates and the key challenges it faces. It is considered a 'snapshot' that captures the spirit and culture of the organization.

The following chart shows what the Examiners found as they reviewed your responses to the Profile questions and looked for linkages in the body of your application.

| P.1 | Organizational Description | | | |
|---|---|---|---|---|
| **P.1a** | Organizational Environment | Described in Profile? Yes / No | Were there associated Processes? | Were there associated Results? |
| P.1a(1) | What are your organization's **main product offerings**? | YES | YES | YES |
| P.1a(1) | What is the relative importance of each to your success? | YES | YES | YES |
| P.1a(1) | What mechanisms are used to deliver your products? | YES | YES | YES |
| P.1a(2) | What are your stated **mission**, **vision**, and **values**? | YES | YES | YES |
| P.1a(2) | What are your organization's **core competencies** and what is their relationship to your mission? | YES | YES | YES |
| P.1a(3) | What is your **workforce profile**? | YES | YES | YES |
| P.1a(3) | What recent changes have you experienced in workforce **composition** or your workforce **needs**? | NO | NO | NO |
| P.1a(3) | What are your workforce or **employee groups** and **segments,** the **educational requirements** for these different employee groups and segments, and **key drivers** that **engage** them **in** achieving your mission and vision? | YES | YES | YES |
| P.1a(3) | What are your organized bargaining units (union representation)? | YES | NO | NO |
| P.1a(3) | What are your organization's **special health** and **safety** requirements? | YES | YES | YES |
| P.1a(4) | What are your **major facilities**, **technologies**, and **equipment**? | YES | YES | YES |
| P.1a(5) | What is the regulatory environment under which you operate? | YES | YES | YES |

| P.1 | Organizational Description | | | |
|---|---|---|---|---|
| P.1a | Organizational Environment | Described in Profile? Yes / No | Were there associated Processes? | Were there associated Results? |
| P.1a(5) | What are the key applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, & product **regulations**? | YES | YES | YES |
| P.1b(1) | What are your organizational **structure** and **governance** system? | YES | YES | YES |

| P.1 | Organizational Description (cont'd) | | | |
|---|---|---|---|---|
| P.1b | Organizational Relationships | Described in Profile? Yes / No | Were there associated Processes? | Were there associated Results? |
| P.1b(1) | What are the **reporting relationships** among your governance board, senior leaders, and parent organization, as appropriate? | YES | YES | YES |
| P.1b(2) | What are your key **market segments**, customer / student / patient groups, and/or stakeholder groups, as appropriate? | YES | YES | YES |
| P.1b(2) | What are **their key requirements** and **expectations** for your products, support services, and operations? | YES | YES | YES |
| P.1b(2) | What are the **differences** in these requirements and expectations among market segments, customer / student / patient groups, and stakeholder groups? | YES | YES | YES |
| P.1b(3) | What are your key types of **suppliers**, **partners**, and **collaborators**? | YES | YES | YES |
| P.1b(3) | What **role** do they play in your **work systems**, especially in the production and delivery of your key products and customer / student / patient support services and in enhancing your organization's **competitiveness**? | YES | YES | YES |
| P.1b(3) | What are your organization's key mechanisms for two-way **communication** with suppliers, partners, and collaborators? | YES | YES | NO |

| P.1 | Organizational Description (cont'd) | | | |
|---|---|---|---|---|
| P.1b | Organizational Relationships | Described in Profile?<br>Yes / No | Were there associated Processes? | Were there associated Results? |
| P.1b(3) | What **role**, if any, do these organizations play in contributing and implementing **innovations** in your organization? | YES | YES | YES |
| P.1b(3) | What are your key **supply chain** requirements? | YES | YES | YES |

| P.2 | Organizational Situation | | | |
|---|---|---|---|---|
| P.2a | Competitive Environment | Described in Profile?<br>Yes / No | Were there associated Processes? | Were there associated Results? |
| P.2a(1) | What is your competitive **position**? | NO | NO | NO |
| P.2a(1) | What are your relative size and growth in your **industry** or the **markets** you serve? | YES | YES | YES |
| P.2a(1) | How many and what types of **competitors** does you have? | YES | NO | YES |
| P.2a(2) | What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate? | YES | YES | YES |

| P.2 | Organizational Situation (cont'd) | | | |
|---|---|---|---|---|
| P.2b | Strategic Context | Described in Profile?<br>Yes / No | Were there associated Processes? | Were there associated Results? |
| P.2a(3) | What key sources of **comparative** and **competitive data** are available from within your industry? | YES | YES | YES |
| P.2a(3) | What key sources of **comparative data** are available from outside your industry? | YES | YES | YES |
| P.2a(3) | What limitations, if any, affect your ability to obtain or use these data? | YES | YES | YES |
| P.2b | What are your key strategic challenges and advantages in the areas of business/ education services/ health care services, operations, societal responsibilities, and workforce? | YES | YES | YES |

| P.2 | Organizational Situation (cont'd) | | | |
|---|---|---|---|---|
| P.2c | Performance Improvement System | Described in Profile?<br>Yes / No | Were there associated Processes? | Were there associated Results? |

| P.2c | What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes? | YES | YES | YES |
|---|---|---|---|---|

## Category 1 – Leadership
### Item 1.1 – Senior Leadership

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

## STRENGTHS

*Setting Vision and Values*

**S1** Senior leaders set DPU's vision and values through strategic planning. Senior leaders deploy the Mission, Vision, and Values through the Leadership System by making decisions and strategies consistent with Mission, Vision, and Values, Safety Culture Vision, and Code of Ethics. This process may help DPU realize its vision to be a high performing utility matched to its community.

*Employees Communication*

**S2** Senior leaders communicate with and engage the entire workforce through Monthly Exchange meetings and annual All-Hands Meetings. The meetings allow employees to bring up improvements or problems, discuss processes, highlight successes, and help all employees understand their role to achieve goals, objectives, and needed changes. An example of refinement of the Monthly meetings is rotation through each division twice per year. This approach may help DPU maintain its key strategic advantage of a supportive management.

*Creating an Environment for Success*

**S3** DPU uses a system for creating an environment for success (Figure 1.1-6 Create Environment for Success Now & Future). Senior leaders actively develop and assess approaches for success focusing on the mission and provide forums for agility. This system may assist DPU in leveraging its core competency of Strategic Planning for Sustainability.

*Succession Planning*

**S4** DPU's senior leaders participate in succession planning and the development of future organizational leaders with its critical skills matrix, where critical duties are defined and employees with similar duties/skills are assessed. This matrix is used to 1) direct training of staff to assume mission critical tasks, 2) show employees what training they need to be competitive for that position and 3) show management where resources need to be placed to avoid disruption of mission critical activities. This approach may highlight DPU's process evaluation and improvement and embedded improvement cycles of its workforce development internal promotions process.

*Create a Focus on Action*

**S5** DPU's senior leaders create a focus on action through the Leadership System (Figure 1.1-1) with systematic processes to review DPU's objectives with dashboards. Dashboards flow down to reviews between Deputies and Superintendents. Senior leaders and superintendents monitor a variety of measures and actively seek benchmarks for all key measures. Needed actions are identified and expectations are set. This approach may support DPU in meeting the key customer requirement of creating value.

## OPPORTUNITIES FOR IMPROVEMENT

*Promoting Legal and Ethical Behavior*

O1    Senior leaders demonstrate their commitment to legal and ethical behavior (Figure 1.1-4), but DPU does not describe cycles of evaluation and improvement for this approach. This may assist DPU in leveraging its core competency of accountable management.

*Communication with Partners and Customers*

O2    DPU does not describe how it communicates with or engages key partners and key customers as part of leading DPU. A systematic approach to communication with these groups may help DPU enhance its core competency of building customer and partner relations.

## Item 1.2 – Governance and Societal Responsibilities

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

## STRENGTHS

| | | |
|---|---|---|
| *Governance System* | S1 | DPU ensures responsible governance by using a closed-loop governance system. (Figure 1.2-2) Members must complete and submit financial and conflict of interest documents required of all senior LAC personnel. Fiscal accountability is assured through budget approval. These approaches may help DPU to strengthen its value of its community by being communicative, organized, and transparent. |
| *Performance Evaluation* | S2 | DPU evaluates the performance of its senior leaders annually and its governance board every five years during Charter-mandated audit. The results of these evaluations are used to improve effectiveness of leaders and the Board and compensation for all non-union workforce members, including senior leaders, is based on performance. This approach may assist DPU in sustaining its key strategic advantage of having quality staff with expertise. |
| *Legal and Regulatory Compliance* | S3 | DPU addresses current and anticipates future legal, regulatory, and community concerns with its products and operations using key compliance and risk processes. Measures and goals are shown for each area of operation. (Figure 1.2-4) This approach may help DPU strengthen its mission to provide safe and reliable utility services in an economically and environmentally sustainable fashion. |
| *Ethical Behavior* | S4 | DPU promotes and ensures ethical behavior in all interactions by training on and deploying the code of ethics (Figure 1.2-5). Promoting ethics with suppliers, partners, and stakeholders is done through contracts and other legal agreements. Ethical breaches are included in dashboard reviews. This approach may help to maintain DPU's mission to provide safe and reliable utility services in an economically and environmentally sustainable fashion. |
| *Societal Well-Being* | S5 | DPU considers societal well-being and benefits as part of both strategy and daily operations by aligning strategic planning goals to address societal well-being. Four of its six strategic focus areas contain objectives which address societal well-being: Operations & Performance, Financial Performance, Customer & Community and Environmental Sustainability. (Figure 2.1-4) In daily operations, monitoring, inspection and surveying keep its customers and community safe by providing high quality water, detecting and repairing gas leaks, and maintaining electric poles and lines and collecting and treating wastewater to be safely released into the environment. Such an approach may assist DPU in leveraging its core competency of building customer and partner relations. |

*Community Support*    *S6*    DPU determines areas of community involvement by those that align with its values and core competencies and that DPU can contribute to positively. Identified as those that receive or are impacted by DPU's products and services, key communities include Los Alamos, Los Alamos County and White Rock. This approach may help to enhance DPU's core competency of building customer and partner relationships.

## OPPORTUNITIES FOR IMPROVEMENT

*Stakeholder Interests*    *O1*    While DPU ensures responsible governance through its closed-loop governance system (Figure 1.2-2), there is no refinement of the process. Refinements in its governance system to protect its stockholder interests may strengthen its leadership system mechanisms to improve systems.

## Category 2 – Strategic Planning
### Item 2.1 – Strategy Development

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

### STRENGTHS

*Strategy Development*  S1  DPU's annual strategic planning process consists of five key process steps. (Figure 2.1-1) Short term planning horizons (1-5 years) are captured in action plans under appropriate objectives. Longer-term planning horizons (5-40 years) typically come from guiding documents such as the 10-year capital improvement plan, 40-year water plan, future energy resources, etc. The strategic planning process has transitioned through ten iterations since 2009 to include workshops, alignment with the Baldrige criteria, its Asset Management Team, Core Competencies and Strategic Challenges/Strategic Advantages. This refined approach may assist DPU in achieving its vision to be a high performing utility matched to its community, contributing to its future with diversified and innovative utility solutions.

*Organizational Agility*  S2  DPU's strategic planning process addresses organizational agility with its breadth of gathering inputs for strategic planning. It also includes workforce capability and capacity while aligning strategic plans with stakeholder requirements and strategic consideration by scanning the final plan for core competencies, stakeholders, workforce, strategic advantages and strategic challenges. Workforce capacity is considered as action plans and timelines are set and DPU continually seeks new ideas in the utility industry as well as achieving operational efficiencies. This approach may assist DPU in fulfilling its community partners' stakeholder requirement of innovation.

*Innovation Input*  S3  Innovation Input is a source of innovative ideas, captured in the Innovation Inventory. (Figure 7.1-25a) Leaders research and present new ideas on the first day of the strategic planning process. As the strategic planning process develops, each objective is assessed for its potential to use innovation as part of action planning. Innovative opportunities that achieve efficiencies and align with Focus Areas are considered. Leaders decide which strategic opportunities are intelligent risks to pursue by evaluating innovative opportunities using several processes including cost/benefit analyses, feasibility studies, master plans and engineering analysis. Having this approach may help DPU to retain its competitive position and achieve its vision to operate as a highly innovative, competitive utility that exceeds customer expectations.

| | | |
|---|---|---|
| *Strategy Considerations* | S4 | Strategy Considerations are addressed through robust input gathering prior to planning. Sources include stakeholder input, operational data, and future projections. Market changes, such as the price of natural gas and supplier shortages resulting from regional and national natural disasters, are also considered. Other data sources such as regulatory or technology changes are studied for impact on operations and potential changes DPU must or might make. From the evaluation results, DPU redefines its strategic challenges and strategic advantages. (Figure P.2-2) DPU's ability to execute is considered as workforce and budget place limits on what can be accomplished on an annual basis. Having this process may help DPU address its competitive position to retain the charter to provide utility services. |
| *Work Systems and Core Competencies* | S5 | DPU's Core Competencies are addressed in the Strategic Planning Process. Key work processes are accomplished by the workforce as they are chartered to do so. (Figure P.1-0) Most key processes (reflected in the strategic objectives) that interface with customers are accomplished by the workforce. Larger or longer-term capital improvement projects may be outsourced based on strategic planning prioritization. Core Competencies are reviewed annually during strategic planning to determine if goals and objectives are aligned to at least one core competency. This systematic approach may strengthen DPU's core competency of strategic planning for sustainability. |
| *Goals* | S6 | DPU's most important goals for its strategic objectives are: GOAL 1.0 Provide Safe & Reliable Utility Service; GOAL 2.0 Achieve & Maintain Excellence; GOAL 3.0 - Be a Customer Service Oriented Organization That is Communicative, Efficient & Transparent; GOAL 4.0 - Sustain a Capable, Satisfied, Engaged, Ethical & Safe Workforce Focused on Customer Service; and GOAL 5.0 - Achieve Environmental Sustainability. Definition of strategic objectives includes key focus areas, goals, objectives, and timetables. (Figure 2.1-4) Strategic planning goals are aligned to stakeholder requirements, core competencies, challenges, advantages, and opportunities. This approach may help DPU sustain its competitive position of operating as a highly innovative, competitive utility that exceeds customer expectations. |

| *Strategic Objective Considerations* | S7 | DPU uses its Strategic Planning Process to consider its Strategic Objectives and how those Strategic Objectives achieve appropriate balance among varying and potentially competing organizational needs. Step 1 of the Strategic Planning Process, Gather Input, allows for consideration of the needs of key stakeholders. Step 2, Develop Plan (Prioritize/align performance objectives), allows for balancing short- and longer-term planning horizons. The SWOT analysis is used to address strategic challenges and strategic advantages. DPU considers needs of key stakeholders as input and stakeholders are a part of the final check when strategic objectives have been determined. (Figure 2.1-4) This approach may assist DPU to meet its key stakeholder requirements of reliability and sustainability. |
|---|---|---|

## OPPORTUNITIES FOR IMPROVEMENT

| *Determining Which Key Processes to do In-House or Outsource* | O1 | While DPU outsources larger or longer-term Capital Improvement Plan projects and work that can be done by another party more economically, there is no process for determining which key processes should be completed in-house or outsourced. Without such a process, DPU may be hindered in fulfilling its mission of providing utility services in an economic manner. |
|---|---|---|
| *Core Competencies* | O2 | Although DPU has a process for reviewing core competencies, DPU does not show a process to determine future organizational core competencies and work systems it will need. Such a process may assist DPU in leveraging its strategic advantage of a vertically integrated supply chain which enables diversified options. |

## Item 2.2 – Strategy Implementation

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

## STRENGTHS

*Action Plans*  **S1**  Each goal has one to eight strategic objectives (Figure 2.1-4). Each strategic objective has at least one action plan that typically sets out one year's actions and outcomes. The Utilities Manager assigns goals to each Deputy that are then included in the respective Deputy's performance planning and appraisal for the upcoming year. The Deputies develop action plans with the asset management team and appropriate staff. (Figure 2.1-4) This approach may demonstrate DPU's community values of being communicative, organized & transparent.

*Resource Allocation*  **S2**  Each of the eight asset management team (AMT) members evaluates work practices and system needs to develop annual operations and maintenance and capital improvement budgets for their utility. Considering compliance risks, strategic objectives, and action plans, each AMT member presents a proposed operation and management and capital improvement projects budget for the next fiscal year with an update on potential issues. The resulting budgets are then analyzed in a ten-year financial forecast model to understand impacts to utility rates, cash reserves, the need to borrow or issue bonds, or other impacts to financial viability. Proposed projects and budgets are modified or deferred if the work will cause unfavorable financial results or other risk. Such a process may enhance DPU's ability to leverage its core competency of accountable management.

*Workforce Plans*  **S3**  DPU's short and longer-term Workforce plans are developed from the workforce focus area or from a new capability change required by any other focus area. (Figure 2.2-2) DPU considers potential workforce impacts during strategic planning and creates action plans to use the workforce most effectively to execute strategy. This approach may support DPU's core competency of strategic planning for sustainability that supports its vision to explore diversified & innovative solutions.

*Performance Measures Alignment*  **S4**  DPU's overall action plan measurement system reinforces organizational alignment by tracking measures for each key work process. The clear line of sight from Strategic Objectives to key performance measures to dashboards enables DPU to track, analyze, and improve at three levels: enterprise, operational, and work unit. Action plans are refined to align performance measures with Baldrige Criteria categories. This approach may help DPU to realize its vision to be a high performing utility matched to its community, contributing to its future with diversified and innovative utility solutions.

| | | |
|---|---|---|
| *Performance Projections* | *S5* | DPU's key performance measures or indicators for performance projections for its short- and longer-term planning horizons are monitored during dashboard reviews. Gaps that can be addressed easily are assigned to a manager; longer-term or complex issues are addressed as an Action Plan modification or new Strategic Objectives. This approach may assist DPU in meeting its stakeholder requirement of a reliable utility. |

## OPPORTUNITIES FOR IMPROVEMENT

| | | |
|---|---|---|
| *Action Plan Implementation* | *O1* | While DPU deploys its action plans to key suppliers, partners, and collaborators via a contract or agreement to ensure that it achieves its key strategic objectives, there is no approach to evaluate and improve its processes. This may help mitigate the key strategic business challenge of its reliance on LANL. |
| *Workforce Plans* | *O2* | Although DPU has a focus area on workforce plans (Figure 2.2-2), DPU does not show a process for how the plans address potential impacts on their workforce members and any potential changes in workforce capability and capacity needs. Having such an approach may help DPU to enhance its value of its employees being safe, ethical and a professional organization that encourages continuous learning. |
| *Action Plan Modification* | *O3* | DPU did not describe a process to recognize and respond when circumstances require a shift in action plans and rapid execution of new plans. This type of process may help DPU in demonstrating its natural resources values of being innovative and having progressive solutions. |

Category 3 – Customer Focus
Item 3.1 – Voice of the Customer

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

| Current Customers | S1 | DPU listens to, interacts with, and observes current customers to obtain actionable information through its customer communication system of listen, analyze, and improve. It employs a variety of methods to listen to different customers and across customer life cycles using listening, interacting, and observing processes at different frequencies. This systematic approach may assist DPU in optimizing its core competency of building customer and partner relations that supports customer, partner and community values. |
|---|---|---|
| Customer Segmentation | S2 | DPU determines customer groups and market segments using industry standards of resident and commercial. DPU uses customer data to anticipate changing product and service requirements such as use of net promoter score data to enhance website and social media access. This systematic approach may help DPU retain its core competency of strategic planning for sustainability which supports a vision to explore diversified and innovative solutions. |
| Product Offerings | S3 | DPU determines customer and market needs and requirements for its product offerings and services through citizen committees like the Future Energy Resources Committee (FERC). FERC provides a detailed analysis and review of requirements and provides specific input for how to best set a direction for carbon neutrality. FERC evolved into a continuous process to determine changing customer needs and new markets and to create opportunities to expand relationships with current customers. This approach may help DPU in continuing to build on its core competency of accountable management. |

OPPORTUNITIES FOR IMPROVEMENT

| Immediate and Actionable Feedback | O1 | While DPU describes daily interactions with customers through social media, email, community events, etc., a systemic approach to gathering immediate and actionable feedback was not described. An integrated approach may help to strengthen the value of being service-oriented for customers. |
|---|---|---|
| Potential Customers Competitors | O2 | There is no description of DPU's process for listening to competitors' customers.  A systematic method for listening to competitors' customers may assist DPU in reflecting its code of ethics by being collaborative, progressive, and innovative. |

## Item 3.2 – Customer Engagement

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

## STRENGTHS

| | | |
|---|---|---|
| *Customer Access and Support* | S1 | DPU enables customers to conduct business, seek information and support, and communicate with DPU across its customer segments through key support and communication methods. (Figure 3.2-3) This approach may help DPU meet its customers' requirements of excellent customer service and online/in-person access. |
| *Satisfaction Dissatisfaction and Engagement* | S2 | DPU uses a biennial customer survey, feedback from communications with the Customer Care Center and field crews, emails, phone calls, social media and public meetings to determine customers' satisfaction and dissatisfaction. Feedback is examined and weighed against other strategic objectives, long-term goals, available resources, revenues, and alignment with Mission, Vision, and Values. Results are segmented by customer group and discussed through the Strategic Planning Process. This systematic approach may allow DPU to attain its vision of being a high performing utility matched to its community. |
| *Satisfaction Relative to Other Organizations* | S3 | In order to determine satisfaction relative to competitors, customers of other organizations and industry benchmarks, DPU compares commercial and residential Net Promoter Scores with utility industry scores through the Tempkin Group. Using promoter/passive/detractor and 'heat map analysis', DPU determines where it needs to focus improvements. This process may demonstrate the organization's performance improvement system of continuous improvement initiatives. |
| *Voice-of-the-Customer* | S4 | DPU uses voice of the customer methods such as citizen committees and market data to build a more customer-focused culture and to support operational decision-making by making it an integral part of the strategic planning process. Senior leaders evaluate how the voice of the customer and market data align with the Mission, Vision, and Values, other strategic objectives and long-term goals to arrive at various initiatives. The strategic planning process also weighs resources and available revenues with the benefits to prioritize such initiatives, which ultimately changes products, services and delivery mechanism. This approach may assist DPU in fulfilling its customer requirement of quality performance. |

## OPPORTUNITIES FOR IMPROVEMENT

| | | |
|---|---|---|
| *Complaint Management* | O1 | DPU does not describe a process to manage complaints. Having such a process could benefit DPU's customer requirement of excellent customer service. |

*Customer Relationship Management*     *O2*     DPU markets, builds, and manages relationships with customers trust, efficiency, reliability, and excellence in publishing quarterly and annual reports, budget and audit performance, dashboard reviews of reliability, customer satisfaction, and ad hoc committees. However, customer relationship management is not integrated into other processes throughout the organization. Having an integrated approach to customer relationship management may mitigate DPU's strategic challenges of reliance on LANL and rate increases for infrastructure.

## Category 4 – Measurement, Analysis, and Knowledge Management
## Item 4.1 – Measurement, Analysis, and Improvement of Organizational Performance

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

### STRENGTHS

| | | |
|---|---|---|
| *Performance Measures Selection* | S1 | DPU selects data and information to use in tracking daily operations and overall organizational performance based on use and intent of the reporting. Selection is based on reporting for three key purposes: 1) Informational for the Board of Public Utilities (BPU), Council and the public; 2) Budgetary for staff and development of annual budgets, cost control and rate structure; and 3) Operational for staff in tracking performance, response to changed conditions, problem detection, operations realignment or reprioritization. This approach may help DPU leverage its core competency of accountable management. |
| *Comparative Data* | S2 | Comparative data and information are selected from a variety of external sources by identifying comparisons needed and selecting comparative data from available sources. (Figure 4.1-2) It assesses variability of data, establishes performance benchmarks, compares performance to benchmark in performance reviews, and periodically reassess. (Figure 4.1-3) This approach may support DPU's core competency of strategic planning for sustainability to support its vision to explore diversified & innovative solutions. |
| *Measurement Agility* | S3 | DPU ensures that its performance measurement system can respond to rapid or unexpected organizational or external changes and provide timely data by reviewing key performance measures for relevance annually as part of the strategic planning and budgeting processes. Dashboard measures are reviewed during the strategic planning process and their relevance is considered during monthly discussions. New measures may be developed in response to management or operational concerns or regulatory changes. If needed, an action plan is developed and deployed. This approach may demonstrate DPU's strategic advantage of supportive management and its close-knit culture. |
| *Future Performance* | S4 | DPU projects its future performance through asset management teams and the 10-year financial plan. Findings are compared to the performance goals and benchmarks established in the strategic plan. Comparative and competitive data are used in DPU's annual budget projections, using comparative and competitive data and reviewing projected budget versus actual sales volumes. This systematic approach could strengthen DPU's value of being service oriented and fiscally responsible. |

## OPPORTUNITIES FOR IMPROVEMENT

*Continuous Improvement and Innovation*

O1  While DPU deploys its priorities for continuous improvements and opportunities to suppliers, partners, and collaborators to ensure organizational alignment based on its individual relationships, there is no refinement of the relationship process. Evaluation and improvement of this process may fulfill the stakeholder requirement of its community partners by being innovative.

## Item 4.2 – Management of Information, Knowledge, and Information Technology

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

### STRENGTHS

*Quality*     S1    DPU verifies and ensures the quality of organizational data and information, safeguarding and improving information and knowledge, through use of a Data Quality Management Program. (Figure 4.2-1) DPU and the entire County manage electronic and other data and information to ensure accuracy, validity, integrity, reliability and timeliness. Enterprise resource planning for the municipality's software has a robust approach to management of this organizational knowledge. This process may help to enhance the value of being an ethical organization.

*Availability*     S2    DPU ensures the availability of organizational data and information through the use of its Data Needs and Availability System that provides a comprehensive approach to determining the key requirements and delivery of the data and information to all users. (Figure 4.2-2) It ensures availability of organizational data and information by emphasizing system reliability and employing a wide variety of information distribution methods to make sure the users of the data including the workforce, suppliers, partners, collaborators and customers have access to their needed data at all times. This approach may assist DPU in realizing its vision of being a high performing utility.

*Knowledge Management*     S3    DPU systematically builds and manages organizational knowledge through the utilities, including customers, workforce, partners/suppliers and other key stakeholders. The value of knowledge is increased through knowledge transfers and sharing of knowledge within DPU and with stakeholders, promoting collaboration, transparency and diverse perspectives related to the evaluation of knowledge and data-driven decisions supported with knowledge. This systematic approach may assist DPU in continuous improvement and delivery of its product offerings.

*Best Practices*     S4    DPU systematically shares best practices through multiple approaches, both internally within DPU and externally through communication methods. (Figure 1.1-5) DPU identifies external organizations that are high performing by comparing results to its key performance measures. This systematic approach may help DPU achieve its vision, to contribute to its future with diversified and innovative utility solutions.

## Item 4.2 – Management of Information, Knowledge, and Information Technology

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

## STRENGTHS

*Organizational Learning*     S5    DPU uses knowledge and resources to embed learning in the way it operates using its organizational learning system. (Figure 4.2-3) It shows the elements of 1) Data & Knowledge, 2) Performance measurement systems, 3) Performance review system, 4) Learning & innovation, and 5) Continuous improvement and Plan, Do, Study, Act. It aligns with its Leadership System and capitalizes on its culture of innovation and PDSA. This approach may demonstrate its process evaluation and evaluation approach for strategic planning of focus area, goals, and action plans.

## OPPORTUNITIES FOR IMPROVEMENT

*Availability*    O1    DPU does not have a process to ensure the reliability of its information technologies system. Having a process could help DPU meet the customer requirement of reliability.

Category 5 – Workforce Focus
Item 5.1 – Workforce Environment

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

| | | |
|---|---|---|
| *Workforce Accomplishment* | S1 | DPU organizes and manages the workforce with established divisions. The Utilities Manager sets the tone for the year outlining the strategic goals and objectives at the all-hands meeting. The first of the Asset Management Team's quarterly meetings is a Governance meeting which includes the Senior Management Team. The work is then scheduled for the workforce during performance, planning, and appraisal sessions. DPU's goals and objectives are translated into budget, staffing, resources, scheduling of work, timing and milestones. Adjustments are made as needed. Development and training opportunities are provided to ensure success after meeting informally with staff to provide feedback, coaching, progress reports and other guidance throughout the year. This process may enhance DPU's core competency of employee development. |
| *Workforce Change Management* | S2 | DPU describes a process for addressing workforce change management which includes "inplacement" of current staff. This process, as demonstrated by the re-education of the meter reader resources in anticipation of the industry's move toward Advanced Metering Infrastructure, demonstrates DPU's value of its employees and supports workforce engagement. |
| *Workplace Environment* | S3 | DPU addresses workplace health, security, and accessibility through processes developed in DPU's Quarterly Safety Committee, strategic challenges, Los Alamos County Risk Department, and Employee safety and health training provided by the Risk Department. DPU tracks employee training through an employee training data base. The data base automates the processes, including enrollment for training, and sends reminders to supervisors when the employee's training is about to expire. These processes may help DPU fulfill its employee stakeholder requirement of a safe workplace. |
| *New Workforce Members* | S4 | DPU utilizes Los Alamos County's standardized recruiting and hiring process using local and area newspapers and posting on DPU's website. (Figure 5.1-2) DPU ensures the fit of new workforce members with its organizational culture through Mission, Vision, Values, and Code of Ethics. It provides mentors as demonstrators of desired behaviors who monitor new hires during the probationary period where an assessment for the fit of new hires with the culture is included, and emphasized in employee orientation. This process may relate to DPU's culture through hiring of qualified staff. |

## Item 5.1 – Workforce Environment

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

## STRENGTHS

*Capability and*      S5      DPU assesses its workforce capability and capacity needs with its Strategic
*Capacity Needs*              Planning Process and Asset Management Team process. During the
                              budgeting process, each division evaluates how staffing needs can be met
                              based on the department goals, Capital Improvement Plan projects and
                              maintenance needs using regular staff, contracted help, or temporary staff.
                              This approach may complement DPU's core competency of strategic
                              planning for sustainability by supporting its vision to explore diversified &
                              innovative solutions.

## OPPORTUNITIES FOR IMPROVEMENT

*Workforce*      O1      While DPU utilizes its on-call contractor to perform work if the workload
*Growth*                 exceeds its workforce capability, it does not appear to have a process to
                         prepare for and manage any periods of workforce growth. Having such a
                         process may mitigate DPU's strategic operations challenge of flat or
                         declining sales.

## Item 5.2 – Workforce Engagement

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

### STRENGTHS

| | | |
|---|---|---|
| *Key Drivers of Workforce Engagement* | S1 | DPU determines the key drivers of workforce engagement as part of setting Workforce strategic goals: Establish goals; survey workforce; update and revise goals; communicate feedback; analyze results and feedback to meet goals. DPU improved the process by switching to the Gallup survey in 2016. This approach may be an example of DPU's process evaluation and improvement with embedded improvement cycles for workforce development training. |
| *Assessment of Engagement* | S2 | For indicators to assess and improve workforce engagement, DPU sets targets, and monitors and tracks them via dashboards. Indicators include voluntary and total turnover, grievances, sick leave and safety by division. For all but safety, DPU sets targets better (lower) than Bureau of Labor standards. Indicator tracking may help DPU further develop its core competency of employee development to support employee value. |
| *Performance Management* | S3 | DPU's workforce performance management system supports high performance with its annual Performance Planning and Approval process and informal performance feedback opportunities which encourages and motivates employees for high performance to utilize their full potential. Performance Management includes: 1) Clarify expectations, aligning individual performance goals with Mission Vision Values, the Strategic Planning Process, and KPI, 2) Assess performance continually, and 3) Raise the bar by recommending improvements and improving the process. This process may demonstrate DPU's employee and partner values of being a safe, ethical, and professional organization that encourages continuous learning. |
| *Performance Development* | S4 | DPU learning and development system supports personal development with Performance Planning and Approval where employees are asked to include a goal for their professional and personal improvement. Employees are encouraged and supported to solve customer problems, make or recommend changes and offer improvement suggestions. Staff is coached and new employees are mentored to ensure that their learning and development is reinforced. This process may be an opportunity to sustain the key workforce engagement driver by allowing the opportunity for employees to do what they do best. |

## Item 5.2 – Workforce Engagement

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

### STRENGTHS

| | | |
|---|---|---|
| *Learning and Development Effectiveness* | S5 | DPU evaluates the effectiveness and efficiency of learning and development processes through review of organizational measures, customer surveys and in many dashboards and reports. Certifications are an essential part of learning and development in the public utilities industry. In April 2018, DPU implemented LITMOS, a cloud-based learning management system. LITMOS allows managers to author, distribute and track web-based training courses, as well as schedule and track instructor-led courses. This approach may help DPU strengthen the employee value of being a safe, ethical organization that encourages continuous learning. |
| *Career Development* | S6 | DPU manages career development for its workforce by having supervisors and employees discuss and plan for future growth and training opportunities and then providing financial support. DPU also uses a critical skills matrix, which defines the key skills required for management and leadership positions. This approach to developing employees may demonstrate DPU's value of encouraging continuous learning. |
| *Organizational Culture* | S7 | To ensure that its organizational culture supports its vision and values, and benefits from the diverse ideas, cultures, and thinking of its workforce with its workforce satisfaction and engagement process, DPU 1) supports Workforce to achieve goals and work on career progression through the Performance Planning and Appraisal, 2) encourages idea sharing, suggestions for improvements and participation in lessons learned, 3) involves those who do the work in planning, design and budgeting of projects and 4) empowers employees to solve customer problems. This approach may help DPU sustain its core competency of employee development to support employee value. |

### OPPORTUNITIES FOR IMPROVEMENT

| | | |
|---|---|---|
| *Segmented Key Drivers of Employee Engagement* | O1 | While DPU assesses employee engagement using the Gallup Employee Engagement Survey, and reviews segmented results, the key drivers of employee engagement are not segmented. Not segmenting the key drivers may result in some employee groups being less engaged or disengaged - a key workforce engagement driver. |

Category 6 – Operations Focus
Item 6.1 – Work Processes

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

STRENGTHS

| | | |
|---|---|---|
| *Key Product and Process Requirements* | S1 | DPU identifies its key work processes and key requirements for each key work process. (Figure 6.1-2) DPU determines key product and work process requirements from customers' needs and expectations. Process owners identify stakeholder requirements, collected through several listening and learning methods. The process owner designs and develops procedure, implements deployment and training, and performs the work. This approach may help DPU achieve its vision to be a high performing utility matched to the community, contributing to its future with diversified and innovative utility solutions. |
| *Work Process Design* | S2 | DPU designs its products and work processes to meet requirements by assembling teams of subject matter experts to ensure that organizational knowledge is leveraged. Process owners have the authority to evaluate risk and build agility into their processes. When the analysis indicates a necessary opportunity for improvement exists, a redesign is completed using PDSA. This refined approach may help DPU to enhance its value of managing natural resources through innovative and progressive solutions. |
| *Process Implementation* | S3 | DPU ensures that day-to-day operation of work processes meet key process requirements by 1) designing procedures to guide the workforce in meeting identified requirements when completing the work and 2) tracking and analyzing in-process performance measures and adjusting work processes or retraining staff as necessary. End-of-process performance measures track product or service quality. This approach may help DPU fulfill its mission of providing safe and reliable utility services in an economically and environmentally sustainable fashion. |
| *Support Processes* | S4 | DPU's key support processes are determined based upon the support needed to sustain the overall operations of DPU. (Figure 6.1-3) These are essential to supporting key work processes and services in DPU's day-to-day operations and are determined by how they provide value to customers, enhance financial return, or leverage organizational success. This process may help DPU in fulfilling its key customer requirement of providing excellent customer service. |
| *Innovation Management* | S5 | DPU leverages its Innovation Management System, following the PDSA steps, to guide its pursuit of innovation. Opportunities for innovation are assessed based on unmet needs and intelligent risk before resources are dedicated and an implementation plan is created. This approach may help to strengthen the core competency of strategic planning for sustainability. |

## OPPORTUNITIES FOR IMPROVEMENT

*Supply-Network Management*

O1   DPU selects suppliers using the State Procurement Code. However, there is little evidence of supplier feedback and performance management processes. Having a systematic vendor performance management approach may support DPU's core competency of building partner relationships.

*Product and Process Improvement*

O2   Although DPU uses PDSA as its primary approach to improve overall process effectiveness (Figure P.2-3), it is not apparent that this approach is deployed to all products and processes. For example, while improvement ideas are brought to management or the process owners' attention for consideration so the Standard Operating Procedures (SOPs) can be updated, SOPs are not being consistently updated in a timely manner. Having a systematic approach to do so may help to strengthen DPU's core competency of accountable management.

## Item 6.2 – Operational Effectiveness

This Process Item scored in the 30%-45% Range. Please refer to Appendix B for the Process Scoring Guidelines for description of this Range.

### STRENGTHS

| | | |
|---|---|---|
| *Process Efficiency and Effectiveness* | S1 | DPU incorporates efficiency and effectiveness factors into its work processes and prevents defects, service errors, and rework through its dashboard reviews, operating procedure reviews, its asset management program, and standardized methods and procedures. Having this systematic approach may aid DPU in meeting its key workforce engagement driver of the opportunity to do what its employees do best. |
| *Security and Cyber Security* | S2 | DPU ensures security and cyber security of sensitive or privileged data and information by deploying the County's defense-in-depth network approach and remains aware of emerging security threats using a variety of resources and vendors. This systematic approach may help DPU in fulfilling its stakeholder requirements of its community partners to be trustworthy. |
| *Safe Operating Environment* | S3 | DPU seeks to create a safety culture where employees practice safety every hour on the job, while no one is watching, because employees want to, not because employees have to. In support of this culture of safety, DPU employs multiple approaches. (Figure 6.2-1) This approach may help DPU demonstrate its values of being a safe, ethical and professional organization. |
| *Business Continuity* | S4 | DPU ensures its preparedness for disasters or emergencies by developing preparedness plans for the Dam and hydroelectric generating plants (regulatory requirement) and electric, gas and water curtailment plans. It uses the PDSA approach designating Safety and Emergency Response as a key work process, using its key work process design process to identify performance requirements and develop processes. This delivers the desired level of service for all utilities and all stakeholders, considering prevention, continuity of operations and recovery, vulnerabilities and threats, risk mitigation. This also includes ways to ensure the availability of a well-prepared workforce, reliable suppliers and partners. This approach may help DPU meet its customer requirement of reliability. |

### OPPORTUNITIES FOR IMPROVEMENT

| | | |
|---|---|---|
| *Cost of Operations* | O1 | There is no evidence of an approach to managing operational costs - 1) minimization of inspections, test, and process and performance audits and 2) balancing of need for cost control and efficiency with the needs of customers. Having an approach to managing costs may increase the ability of DPU to provide evidence to support the need for rate increases, which is a strategic challenge. |

## OPPORTUNITIES FOR IMPROVEMENT

*Integration of
Cybersecurity
Practices*

O2   While DPU ensures the security of sensitive or privileged data and information by requiring all employees, vendors and partners with access to its data to sign a confidentiality and data usage agreement, it is unclear how the process is aligned with other work processes. Integration and alignment of process may help DPU demonstrate its employees and partners value of being a safe, ethical, and professional organization.

Category 7 – Results
 Item 7.1 – Product and Process Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

STRENGTHS

| *Average System Availability Index* | S1 | Average System Availability Index (ASAI) (ED) shows good performance levels for DPU's system reliability. (Figures 7.1-3) Levels are well above the APPA benchmark from 2013 to 2018, showing a beneficial trend from 2013 to 2018. These results may help DPU mitigate its key strategic operations challenge of an aging infrastructure that makes it hard to maintain reliable service. |
|---|---|---|
| *Main Pipeline Leaks* | S2 | For its gas distribution product, DPU shows good performance levels and a beneficial trend for Reportable Main Pipeline Leaks per 100 Miles of Pipeline below the APGA national standard benchmark for FY 2015 to FY 2018 (Figure 7.1-6)  The number of gas leaks per 100 miles of main pipeline is a measure of the overall quality and reliability of the gas distribution system. Good performance in this area may help to fulfill the key customer requirement of reliable utility services for the gas customer segment. |
| *Emergency Exercises Completed* | S3 | The percent of required emergency exercises completed shows good performance from FY2014 to FY2018. (Figure 7.1-26) Good results in this area may assist DPU in meeting its customer requirement of reliability. |

OPPORTUNITIES FOR IMPROVEMENT

| *Electric System Interruption* | O1 | DPU lacks beneficial trends for interruption measures for its electric products. Figure 7.1-2 Electric System Average Interruption Duration Index (SAIDI), Figure 7.1-4 Customer Average Interruption Duration Index (CAIDI) and Figure 7.1-5 System Average Interruption Frequency Index (SAIFI) have some years with good performance levels but show varying historic performance and some adverse trends. Having good performance levels and beneficial trends in its interruption measures may help DPU to sustain its mission of providing reliable utility services. |
|---|---|---|
| *Water Distribution* | O2 | DPU does not show good performance levels in water distribution products. Figure 7.1-11 Water Main Breaks per 100 Miles and Figure 7.1-12 Water Service Affordability show levels above the AWWA Benchmark or the AWWA benchmark modified for New Mexico for the years FY2016 through FY2019. Having good performance could help DPU in its customer requirement of affordability and value. |

| O&M Expenditures | O3 | O&M Expenditures per All Accounts (ED) (Figure 7.1-16) and Expenditures per 100 Miles of Main Pipeline (Figure 7.1-24) show adverse trends for both the amount of money spent on operations and maintenance per customer (for FY 2018) and expenditures per 100 miles of main pipeline (from FY 2015 through FY 2018). Having good performance may help to leverage DPU's key strategic operations advantage of excellent maintenance and CIP execution. |
|---|---|---|
| *Abandoned Call Rate for All Customer Segments* | O4 | Abandoned Call Rate for All Customer Segments (Figure 7.1-25) shows the beginning of an adverse trend as the abandoned call rate increased from FY 2016 through FY 2019. Adverse trends in this area might impact the ability of DPU to meet the requirements of its customers such as online/in-person access. |
| *Safety and Emergency Preparedness Results* | O5 | There are no safety and emergency preparedness results which differ by location or process type. Having these segmented results may help DPU to achieve its vision to be a high performing utility matched to the community, contributing to its future with diversified and innovative utility solutions. |
| *Supply Network Performance* | O6 | While Major Supplier Survey Satisfactions (Figure 7.1-28) includes current performance levels for supplier satisfaction, results for key measures or indicators of the performance of DPU's supply network, including its contribution to enhancing DPU's performance are not provided. If DPU had these results, it may be able to improve management of supplier network requirements, which mirror the customer requirements such as quality performance and reliability, enabling DPU to provide reliable and adequate utilities. |

## Item 7.2 – Customer- Focused Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

### STRENGTHS

*Customer Satisfaction and Dissatisfaction Results*

S1 The results for DPU's key measures of customer satisfaction and dissatisfaction are illustrated in its biennial customer satisfaction survey by customer; Customer Satisfaction (Commercial) (Figure 7.2-2) and Customer Satisfaction (Residential) (Figure 7.2-3). The results in both residential and commercial customers show its overall measures approaching goal or a Good Rating with segmentation by electric, gas, water, wastewater, overall, field crews, and CCC. This good performance may help DPU realize its vision of being a high performing utility matched to the community.

*Public Communication*

S2 Results for customer engagement from public communications such as press releases, bill inserts, advertisements, radio interviews, reports, and public meetings show its highest performing levels for Public Communication in CY 2018. (Figure 7.2-4) This good performance may help DPU to leverage its key strategic workforce advantage of quality staff with expertise.

*Customer Engagement*

S3 Results for Social Media Engagement and Online Forum Posts show the beginning of a beneficial trend for FY2016 - FY2018, with current performance levels well above target. (Figure 7.2-5) This beneficial trend may assist DPU in addressing its customer requirement of online/in-person access.

*Commercial Net Promoter Score*

S4 Net Promoter Score (Commercial) provides good current performance levels for likely to recommend question for its commercial customer segment on the customer survey. (Figure 7.2-6) This good performance may help to mitigate DPU's key business strategic challenge of rate increases for infrastructure.

### OPPORTUNITIES FOR IMPROVEMENT

*Residential Net Promoter Score*

O1 The Overall Net Promoter Score (Residential) shows current performance below goal and a decrease in performance for the likely to recommend question for its residential customer segment on the customer survey. (Figure 7.2-7) If DPU had good performance in this area, it may be better able to mitigate the operations key strategic challenge of flat or declining sales.

## Item 7.3 – Workforce-Focused Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

## STRENGTHS

*Workforce Capability and Capacity*

S1    Results for capability and capacity, required as part of employee job requirements, show good performance levels for Competency Levels & Compliance with Certification/License Training Requirements. (Figure 7.3-1b) This good performance may allow DPU to leverage its workforce strategic advantage of having quality staff with expertise.

*Workforce Engagement Results*

S2    DPU exceeded the industry target for engagement on the Gallup Engagement Survey questions that captured whether employees have the equipment to do their work in 2016 and 2018 (Figure 7.3-2) and whether they have the opportunity to do what they do best every day in 2018 (Figure 7.3-6). These good performance levels may aid DPU in fulfilling the workforce requirement of job satisfaction/engagement.

*Workforce Climate*

S3    As a measure of workforce climate (integrity and ethics), DPU's results for involuntary separations (when the employee is not a good fit) show very good performance. There have been 0% involuntary separations for fiscal years 2015, 2016, 2018, and 2019. Such good results may assist DPU in sustaining the workforce strategic advantage of having a close-knit culture.

## OPPORTUNITIES FOR IMPROVEMENT

*Workforce results*

O1    The lack of historical performance data in several areas regarding workforce results precludes any trend analysis. Examples include Materials and Equipment to Do my Work Right (Figure 7.3-2), Overall Satisfaction (Figure 7.3-5), "I have the opportunity to do what I do best every day" (Figure 7.3-6) and Employee Engagement (Figure 7.3-8). Having beneficial trends in these areas may assist DPU in enhancing its workforce strategic advantage of quality staff with expertise.

*Workforce Development*

O2    There is a decline in performance levels for workforce development for FY 2015 - FY 2018. (Figure 7.3-10) Specifically, results show that four (4) people completed the county academy training starting in FY 2015 to 3 people completed the training in FY 2018. Having beneficial trends may help DPU strengthen its core competency of employee development.

## Item 7.4 – Leadership and Governance Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

### STRENGTHS

*Leadership*     *S1*     DPU shows good performance levels related to leadership. The survey question, "I know what is expected of me at work" shows good performance levels and exceeds the industry benchmarks in 2016 and 2018. (Figure 7.4-1) This may aid DPU in enhancing the employee value of being a safe, ethical, and professional organization.

*Governance System*     *S2*     Results for the governance system show consistently high-performance levels for FY 2016, FY 2017, and FY 2018 for key aspects of its governance system. The aspects include Accountability for Strategy and Senior Leader Actions, Fiscal Accountability, Independence & Effectiveness & Audits, Transparency in Operations, Selection of Governance Members, Protection of Stakeholders & Rate Payers, and Succession Planning for Senior Leaders. (Figure 7.4-4a) These good results may help DPU achieve its vision of being a high performing utility matched to its community, contributing to its future with diversified & innovative utility solutions.

*Drinking Water Compliance*     *S3*     Regulatory results for Drinking Water Compliance shows consistently high-performance levels between FY 2013 and FY 2018. (Figure 7.4-5) DPU meets the American Waterworks Association's target of 100% during this time period. Such very good performance may help DPU fulfill its mission of providing safe and reliable utility services.

*Ethics*     *S4*     Results related to ethics show consistently high-performance levels for Code of Ethics Training for FY 2016, FY 2017, FY 2018, and FY 2019. (Figure 7.4-9) This good performance may help to fulfill the stakeholder requirement of being trustworthy.

*Power Derived from Renewable Sources*     *S5*     Results for societal contributions show performance levels better than the state of New Mexico for CY2013 - CY2016 for percentage of power derived from renewable sources. (Figure 7.4-10) Good performance levels may support DPU's valuing of natural resources through innovative and progressive solutions.

### OPPORTUNITIES FOR IMPROVEMENT

*Measuring Two-Way Communication*     *O1*     DPU does not have results for encouraging two-way communication. Having these results may help DPU to sustain the key workforce engagement driver of talking about progress.

*Regulatory Compliance*     *O2*     DPU shows an adverse trend in WWTP Compliance for FY2013 - FY2017. (Figure 7.4-6) However, the performance level for FY2018 shows improvement to 99.84%. Being able to demonstrate good performance levels and beneficial trends may support DPU's mission of providing safe and reliable utility services.

## Item 7.5 – Financial and Market Results

This Results Item scored in the 30%-45% Range. Please refer to Appendix B for the Results Scoring Guidelines for description of this Range.

### STRENGTHS

*Average Residential Gas Bill*

**S1**  Results for marketplace performance shows good performance. The results for Average Residential Bill (Gas) show a beneficial trend for FY 2014 through FY 2018. (Figure 7.5-10) Bills have consistently decreased from $61 in FY 2014 to $41 in FY 2018 below the target benchmark from NM Gas Company. These good results may contribute to DPU's ability to strengthen its customer value by being service oriented and fiscally responsible as well as being communicative, organized and transparent to the community.

*Strategy Achievement*

**S2**  DPU shows 13 of its 21 strategic objectives results with consistent "At or Above Goal" performance for FY 2016 through FY 2018. (Figure 7.5-13 Strategy Achievement) These results are monitored and measured with multiple KPMs. This excellent performance may strengthen DPU's strategic operations advantage of good utilization of funds.

### OPPORTUNITIES FOR IMPROVEMENT

*Financial Performance - Past Due Receivables*

**S1**  The is no evidence of a beneficial trend in this area. While FY2018 performance for DPU's past due receivables reflects improvement in working with customers to get their bills paid on time, the results from FY 2016 and FY 2017 show a decline, with the amount past due increasing from $5,421 to $7,032. (Figure 7.5-8) Longer term good performance and beneficial trends in this area may aid DPU in demonstrating its core competency of accountable management.

*Financial Performance - Average Residential Electric Bill*

**S2**  Financial performance for DPU's average residential electric bill shows decreased performance levels (i.e., increased bills) for the years 2015-2019. (Figure 7.5-9) Having good performance for these results may help to mitigate DPU's strategic operations challenge of flat or declining sales.

*Financial Performance - Average Residential Water Bill*

**S3**  Although performance levels are consistently better than its benchmark comparison, DPU's Average Residential Bill (Water) from FY2013 to FY2015 shows an adverse trend. (Figure 7.5-12) Beneficial trends may be able to enhance DPU's core competency of building customer relationships.

| Band Score | Band Number | PROCESS Descriptor |
|---|---|---|
| 0-150 | 1 | The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation. |
| 151-200 | 2 | The organization demonstrates effective, systematic approaches generally responsive to the basic Criteria requirements, with some areas or work units in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking. |
| 201-260 | 3 | The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, with areas or work units still in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved. |
| 261-320 | 4 | The organization demonstrates effective, systematic approaches generally responsive to the overall Criteria requirements. Deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs. |
| 321–370 | 5 | The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including innovation, that result in improving the effectiveness and efficiency of key processes. |
| 371–430 | 6 | The organization demonstrates refined approaches generally responsive to the multiple Criteria requirements. These approaches are characterized by the use of key measures, good deployment, and innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and there is some integration of approaches with current and future organizational needs. |
| 431–480 | 7 | The organization demonstrates refined approaches responsive to the multiple Criteria requirements. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. There is good-to-excellent integration of approaches with organizational needs, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies. |
| 481–550 | 8 | The organization demonstrates outstanding approaches fully responsive to the multiple Criteria requirements. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive. |

| Band Score | Band Number | RESULTS Descriptor |
|---|---|---|
| 0 -125 | 1 | A few results are reported responsive to the basic Criteria requirements. These results generally lack trend and comparative data. |
| 126-170 | 2 | Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization's mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages. |
| 171-210 | 3 | Results address areas of importance to the basic Criteria requirements and accomplishment of the organization's mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some trends are beneficial. |
| 211-255 | 4 | Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission. |
| 256-300 | 5 | Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Improvement trends and/or good performance are reported for most areas of importance to the overall Criteria requirements and the accomplishment of the organization's mission. |
| 301-345 | 6 | Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in most areas of importance to the Criteria requirements and the accomplishment of the organization's mission, and the organization is an industry* leader in some results areas. |
| 346-390 | 7 | Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry* leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission. |
| 391-450 | 8 | Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria requirements and the accomplishment of the organization's mission. |

* "Industry" refers to other organizations performing substantially the same functions, thereby facilitating direct comparisons

## Process Scoring Guidelines (For Use with Categories 1-6)

| SCORE | DESCRIPTION |
|---|---|
| 0% or 5% | • No SYSTEMATIC APPROACH to item requirements is evident; information is ANECDOTAL. (A)<br>• Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D)<br>• An improvement orientation is not evident; improvement is achieved by reacting to problems. (L)<br>• No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I) |
| 10%, 15%, 20%, or 25% | • The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of the item is evident. (A)<br>• The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in achieving the BASIC REQUIREMENTS of the item. (D)<br>• Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L)<br>• The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I) |
| 30%, 35%, 40%, or 45% | • An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of the item, is evident. (A)<br>• The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D)<br>• The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L)<br>• The APPROACH is in the early stages of alignment with the basic organizational needs identified in response to the Organizational Profile and other process items. (I) |
| 50%, 55%, 60%, or 65% | • An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of the item, is evident. (A)<br>• The APPROACH is WELL DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D)<br>• A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING, including INNOVATION, are in place for improving the efficiency and effectiveness of KEY PROCESSES. (L)<br>• The APPROACH is ALIGNED with your overall organizational needs as identified in response to the Organizational Profile and other process items. (I) |
| 70%, 75%, 80%, or 85% | • An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A)<br>• The APPROACH is well DEPLOYED, with no significant gaps. (D)<br>• Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING, including INNOVATION, are KEY management tools; there is clear evidence of refinement as a result of organizational-level ANALYSIS and sharing. (L)<br>• The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) |
| 90%, 95%, or 100% | • An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of the item, is evident. (A)<br>• The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D)<br>• Fact-based, SYSTEMATIC evaluation and improvement and organizational LEARNING through INNOVATION are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L)<br>• The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and other process items. (I) |

## Results Scoring Guidelines (For Use with Category 7)

| SCORE | DESCRIPTION |
|---|---|
| 0% or 5% | • There are no organizational PERFORMANCE RESULTS, or the RESULTS reported are poor. (Le)<br>• TREND data either are not reported or show mainly adverse TRENDS. (T)<br>• Comparative information is not reported. (C)<br>• RESULTS are not reported for any areas of importance to the accomplishment of your organization's MISSION. (I) |
| 10%, 15%, 20%, or 25% | • A few organizational PERFORMANCE RESULTS are reported, responsive to the BASIC REQUIREMENTS of the item, and early good PERFORMANCE LEVELS are evident. (Le)<br>• Some TREND data are reported, with some adverse TRENDS evident. (T)<br>• Little or no comparative information is reported. (C)<br>• RESULTS are reported for a few areas of importance to the accomplishment of your organization's MISSION. (I) |
| 30%, 35%, 40%, or 45% | • Good organizational PERFORMANCE LEVELS are reported, responsive to the BASIC REQUIREMENTS of the item. (Le)<br>• Some TREND data are reported, and most of the TRENDS presented are beneficial. (T)<br>• Early stages of obtaining comparative information are evident. (C)<br>• RESULTS are reported for many areas of importance to the accomplishment of your organization's MISSION. (I) |
| 50%, 55%, 60%, or 65% | • Good organizational PERFORMANCE LEVELS are reported, responsive to the OVERALL REQUIREMENTS of the item. (Le)<br>• Beneficial TRENDS are evident in areas of importance to the accomplishment of your organization's MISSION. (T)<br>• Some current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of good relative PERFORMANCE. (C)<br>• Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, and PROCESS requirements. (I) |
| 70%, 75%, 80%, or 85% | • Good-to-excellent organizational PERFORMANCE LEVELS are reported, responsive to the MULTIPLE REQUIREMENTS of the item. (Le)<br>• Beneficial TRENDS have been sustained over time in most areas of importance to the accomplishment of your organization's MISSION. (T)<br>• Many to most TRENDS and current PERFORMANCE LEVELS have been evaluated against relevant comparisons and/or BENCHMARKS and show areas of leadership and very good relative PERFORMANCE. (C)<br>• Organizational PERFORMANCE RESULTS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I) |
| 90%, 95%, or 100% | • Excellent organizational PERFORMANCE LEVELS are reported that are fully responsive to the MULTIPLE REQUIREMENTS of the item. (Le)<br>• Beneficial TRENDS have been sustained over time in all areas of importance to the accomplishment of your organization's MISSION. (T)<br>• Industry and BENCHMARK leadership is demonstrated in many areas. (C)<br>• Organizational PERFORMANCE RESULTS and PROJECTIONS are reported for most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements. (I) |