USING PERFORMANCE EXCELLENCE TO DRIVE CUSTOMER ENGAGEMENT

Sam Hatchell

Jaynes Corporate Quality Manager

WHAT IS YOUR TOP CONCERN FOR YOUR ORGANIZATION?

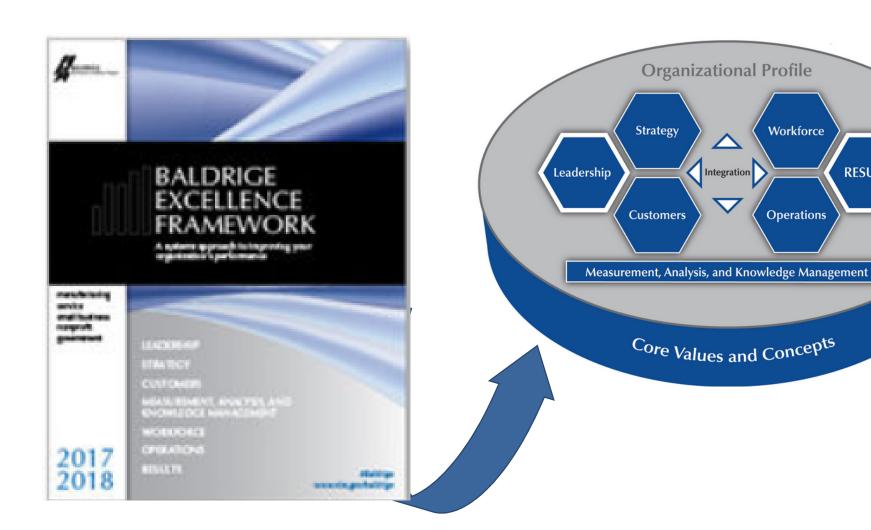
- Leadership Development
- Operations Process Control
- Subcontractor Relationships
- Strategy
- Customer Focus

Performance Excellence Categories

- 1) Leadership
- 2) Strategy
- 3) Customers
- 4) Workforce
- 5) Operations
- 6) Measurement/KnowledgeManagement
- 7) Business Results



EXCELLENCE FRAMEWORK



RESULTS

BUILD A BRIDGE



1 PAGE SELF ASSESSMENT

Start with the I	TABLE 1 BALDRIGE ALIONED SELF — ASSESSMENT MATRIX 2011-2012 IT with the Leadership criteria, read-down the uniteres and selected description that referred the current experience profile. These the current instance on the behavior after seatment as excess or control assigning a recent to each. Multiple and second so rolls in the service of profile for the service profile and the service and of the service profile and the service profi								
SCORE	LYADPENET .	STRATEGIC	CUSTOMER	MEASUREMENT	Finally, add up all the totals to WORKPOREP	produce the GRAND TOTAL.	EINERTS		
SCOIL.	COLORONIII	PLANNING	FOCUS	ANALYSIS & KNOWLEDGE MGT	FOCUS	FOCUS	Missins		
_	Management makes	Durineer plans focused	No systematic arresports	Decisions made by few.	Processes to track	No romentic approaches.	Some financial and non-		
1	decisions as individuals. Promotes developing fe	only on financial targets. Plans our widely	determining or largeting customers. Information is	Key information kept by few. No systematic	crepkryce perceptions, but limited follow up-action.	Circled Information	financial rosolts (dentified and assistable, Results)		
		communicated or	anecdistal and mainly	approaches. Associated information. Begulatory	No wwitematic approach.	processes. No analysis of	limited in score. No		
	but no systematic approach is established.	championed. Mission statement coiets. No	relates to customer complaints. Some	information Regulatory environments are not	No consistent 3-5 year trend data. Most data is	cument or future tuchnology or equipment	improvement trends of 3-5 years. Limited data on		
	Targets set Information is anecdotal, Management	systematic approach to	corrective action, but root	scanned or analyzed for	arecdetal and limited.	mods. Fee procedures			
	not sown as champions of	review Vision, mission, values or strategic	causes not sought. Limited customer WXC	changes that may relate to potential opportunities or	Absenteeises and staff transover high. Training	exist. Charges & incressments made only	Monitors some organization effectiveness		
	quality. Systematic approaches to	children.	satisfaction data available.	Dozeline Ampacta. Data exists, other.	your as endly.	when problems arise.	& customer satisfaction. System exists to measure		
2		approaches Critical	stativity of constitution in	discussed but rarely used	insure identified. Forms	approach, All key	de mounter lees financial de		
	business issues across pregnitation. Major	raccon factors identified. Processes to collect law	complaints and trends. Key measures identified	for improvements. Start of a systematic approach.	start of a systematic approach. Management	processes are identified, fluid fluid arts (decorporate)	non-financial indicators.		
	deployment gaps.	internal information	Current and former diore	Focus on timeliness.	recognize excess conten-	Opportunities for	Some results are reported for critical aspects focus		
	Management acts as tourn to set & deploy short &	enables reviews. Moreter business plans and targets.	triormation gathered &	integrity, reliability, accuracy, security and	from employees. Major gaps in deployeess.	improvement assessed. Major deployment gaps.	areas of Improvement indicated, Score		
	long term goals. Two-way		analyzed. Key requirements identified.						
	contratrication.	to post performance and competition. Project future	focus on building relationships and	research up to date, relevant and ported.	and aligned to strategic and employee plans.	technologies, changing costomer meds. Topic on	community perceptions, environmental issues.		
	involvement. Dirical	performance. Major gape	purtrembips. Major gaps	Strengths and	Educational levels and tob-	business performance	Key performance		
- 1	business practice focus. Directive systematic &	Inconstitut approach	in deplerament.	opportunities assessed. Process in place to monage	diversity considered. Effective systematic.	Improvement beginning. Responsive and systematic	outcomes established. Randis communicated to all		
	responsive approaches. Management develop fr	forming Systematic, responsible approach.	approach created. Contenue date used to set	dissortination of relevant	responsive process to create heaveur	approach enaited to evaluate effectivement of	compleyees on a regular basis		
	support improvement	More from reacting to	perfermence tenpels.	& employees. Marring	communication of	key & value added	with improvement targets indicated. Results included		
	tesens. Management fully corresponds to voluce and	problems to permetion and continuous	Moving from reaction to provention, Early stages of	from reacting to problems to prevention and	information. Employee views orderely saught.	procuses. More from reacting to problems	for many critical aspects of the organization. Improvement trends of 3-5		
		imprevenent. Early stapes							
ı	horizonially. Prevention & continuous improvement	of deployment. Comprises to customer	approach to integrate ascornage of customers &	stages of deployment of an effective centernatic.	and action plans. Emphasis on diversity.	preventive action and continuous improvement.	of the areas reported. Range of targets set, data gethered,		
ı	Focus. Sets priorities.	sotisfaction data collection	market & floir impact on	responsive approach wifts	ideas and necession	Transfer of learning from			
ı	Supporting local correspond	& analysis. Revalts widely conveniented.	competitive position. Key excess factors improved.	a focus on integration amonths organization.	planning, Proutine focus. Torix deployment.	part projects across organization	cstablished.		
4			References of targets to			Well deployed through	Trends used so indicates		
ı	areas. Pact based systematic approaches.	approach well deployed through many areas to	castomer satisfaction strongly assigned. Fact	busts of fact based information. Stock, materials etc related to	systematic approaches. Strong links to employee	many areas, aim-to-focus on key improvements with targets set. Focus on	monitored regularly & are used to set targets for		
		entere processes are		materials etc related to		with targets set. Focus on	improvements. Good improvement trends of 3-5		
ı	checks progress & sires.	understanding of vision.	approach well deployed in many areas. Action plans	customer requirements and linked to project.	approximal system. Skill gaps identified, planned	intervation. Fact based effective restorate			
	tirrely recognition. Reviews organizational	strategy, policy & responsibilities to all	have defined time-scales,	management. Fact based, effective contensation	and reviewed. Training supported & reinforced on	approach. Fortrambips with suppliers are	companies (best in class and world class) beachmarking data evident in		
	perfermance. Assesses		assigned. Customer	approach. Well deployed	the job. Toroids gre	established. Focus on			
	contractly pecupitors.	elideri communications.	perceptions garbered. The need to meet and	Intrary areas.	established, targets set.	agility for the fature.	Continuely improve treeds.		
	cralisation/improvement	procedingly made	exceed customer needs is	for accurate view of competitors. Used in	cyalustion/improvement	organisation. Customer			
	process. Aligned with organizational words.	available for improvement efforts. Aligned with the	related in the strategic and operational plane. Fact	competitors. Used in business plans. Processes	process. Alignment with organizational needs.	mede linked to processes. Well deployed	improvement trends in most critical areas ic key		
							customer, market & pracess requirements are orident		
	ensures good relationships with conference for	based systematic	evaluation/improvement	resources that can since then correctition	increasing with positive	Management Systems (SOMM) and or			
	suppliers. Well decknowl	process. Well deployed	process in place for improvement Well	advantage. Fact based	trends 3-5 years. Some targets met. Reduced	Erriconmental (\$5014801)	nclevent world class beadmanks & reflect pool		
	throughout, Managers sees as improvement role	throughout. Strategy takes full consideration of	deployed throughout. Customer satisfaction	systematic evaluation & improvement process.	creon, defects, waste, improved cycle time:	or Safety (CHSAS 1800) Management Systems			
	raodels. Culturo for empresentant, agains.	Siddige model. Two-way communications		Aligned with	responsiveness & performance direct links	exist. Fact based syntaxistic evaluation is	The printity of meeting agreed customer needs is reflected throughout strategic		
	risk taking & loaming.	monitored and improved.	levels Meeting customer needs seen as key fecus.	organizational needs. Well- deplayed throughout.	to improved learning.	systematic evaluation in improvement processes.			
6,	Systematic continuous improvement & use of	Processes assess the reference of strategy;	Statematic evaluation using continuous	Processes for identifying, assessing & evaluating	No deployment gaps. Climate based on personal	Evaluation of all processes via continuous	Improving and regative trends are evaluated and		
						introducement and	linked directly to the approach / deplotosest		
	inneution. No deplement gaps. Serior	on business results. Organizational learning.	to focus on drivers of customer satisfaction.	their impact. Systematic cralkation using	Changes that adversely affect crepkrees is fight	organizational learning Some origines of			
	managers visibly seen as	No deployment gaps.	Used to modify targets.	continued improvement &	considered Focus on	improved processes. No	used for best in industry, class & world commercions.		
- 7	durrations of quality. Displaces of refinement.	Nor calture developed. Modification of stratoes	No gaps in deployment. Dridence of refinements.	organization learning. Bonchmarking against the	organizational learning. Scockmarking reflects	gups in deployment. Clear evidence of	Beschmarking targets are		
,	improved integration of evaluation cretical	and policy a result of focus on being proaction.	Improvements regarding integration of evaluation	best in class, focus on key improvement indicators.	high employee satisfaction on range of issues.	refinement and improved evaluation motion. Discot			
	Expleron expressed.					key measures to	improvement targets. Data assoliable to statecholders. Good performance tonde are		
	Organizational analysis, during of info. Bettern	analysis & evoluation, sharing of rosalts. Cluar	understand and are involved in achieving	refinement & improved integration of ovaluation	analysis and sharing of	continually evaluate and improve processor and			
	sharing of infa. Batture regulatory requirements.		customer turnets.		refinement and improvement of		critical areas. Targets are set and compared to best in		
	Proactive recognition & rewards of employees.	improved integration of evaluation reviews.	Bondunarking across industry/ best in world.	organizational level analysis & tale sharing.	evaluation systems.	customer. Use of cross- functional teams.	class/world with good		
- 8	Fully dealered with my	Strategy understood by all	78% of customer terpels	Poeps on innovation and	Friday, that configure	Reference has strong	75 % of topots acknowl.		
1	gaps. All current business roods considered.	stakeholden and senior management champions	met. Fully deployed. Current business needs	continual improvement. Pully deployed, All	feel valued for their contribution. Most targets	links to continuer needs and satisfaction. Tangets	Performance is good to excellent in many critical		
ı	Consistent management approach to continuous	vision. Critical factors i.e.	considered. Ongoing efforts to identify &	current business needs	met Fully deployed no ones point. All current	being met in many cases.			
ı	imprevenent Lord	perioreof at all levels.	encond contorner month	considered. Strategic objectives and resource	Innings people and	current business monda	trends are sustained. Many companions show very good relative nertirement levels		
ı	community and employee views are proactively	Fully deployed no gaps. All business mode	Integrated into strategic planning, improvement &	allocations needed to accommodate and needs	cansidered. Strong links	considered. Processes owned by empowered	Resilts monitored include most key customers, markets,		
ı	sought and acted upon.	All Petros exids considered.	tractution processes.	determined, action taken.	to apply & practice skills.	emplowers.			
9	All current and future business mode considered	Process to analyze computing simbons &	Customer satisfaction arbitrool. Current and	Considered all numer and future business much	Consideration of all future roads and projection /	Value added processes analyzed managed &	All targets part. Contained impersyment in 25% of		
ı	and projected for penerial	maintain-congesisive	future business needs	Data used to determine	newsorie planning for	inspected. All targets			
ı	future needs. Managers actively promote &	advertige. Bedres reed-	considered. Planning for potential future	trende la create projectione, secrutio	potential impacts on	adviceed. Planning for receils of external &	escellent in most critical news. Excellent and		
ı		future ceeds.					sustained improvement trends. Evidence of world		
ı	in quality. 70% of impact on society issues met fe	Projection/scenario ofazzino for fature needs	in class benchmarks. High levels of internal &		Employees & funding feel	rappliers & partners. Continuous inconsensal fe			
1	exceeded. Evidence of	integral part of strategic	external customer loyalty	identifying potential future needs and		denomic introdution	near. Hearly cover all customer, market competitor,		
10	vistomry leadership.	planning procos.	& trast. All conformer settified on	All reservois aligned with	cross functional learning.	Improvements exist. All largets exceeded, Fally	non-ortanti & pracessos.		
10	All leaders presentively sustain the improvement,	Continual importance			Responsive approach to current/fature changing		All targets are exceeded. 50% show continued		
l	calture & basiness often.	focus. Eurpenstra	responsive systematic arresponds to charging	innovation. Responsive	buskness needs & impact	approach considers realisely issues & fators	improvement, Considered world class in regard to		
	systematic approach	considering realities	needs. Fully deployed	considering changing	deplayed no weaknesses. Very strong fact based	needs. Stoke-holders	bendunsking in meridi mus. Full integration, Most		
	considering current & future needs. Fully	ionam. Pully deployed to weakness. Very strong fact	with no weakness. Yery strong fact based	basicson reeds. Pully deployed no treakness.	Very strong fact based systematic evaluation fe	conditionated of Continues find it easy &			
l		based evaluation &	processes for evaluation &		Exprovement process. Settifaction levels exceed	beneficial to-do business. Strong references to	approadriesables. Leadenhip perticipates in		
l	Yery strong fact based evaluation improvement	Extracive-organizational	Improvement Strong organizational learning	cualcular corprovement process. Estensive			and impacts upos politic responsibility and		
	process. Extensive organizational learning.	Surring Strong	Scattained improvement in	organizational learning. Constant refinement for	Ireprovement trends	bowd-explantion &			
l	regarderational learning. Socially responsible.	eclasament de integration. action regunitation.	Customer satisfaction. Dridence of escollence.	Corotant retinement in Integration of processes.	sustained, integration, across organization.	improvement process. Extensive ong keaming	rolox in obscation, receive community, environment &		
SCORE							improving industry practices.		
Factor	12.0	53	1.3	9.0	1.5	13	45.0		
TOTAL	5x12=60						/1000		
	10011091 F ARCHY					GRAND SCORE =			

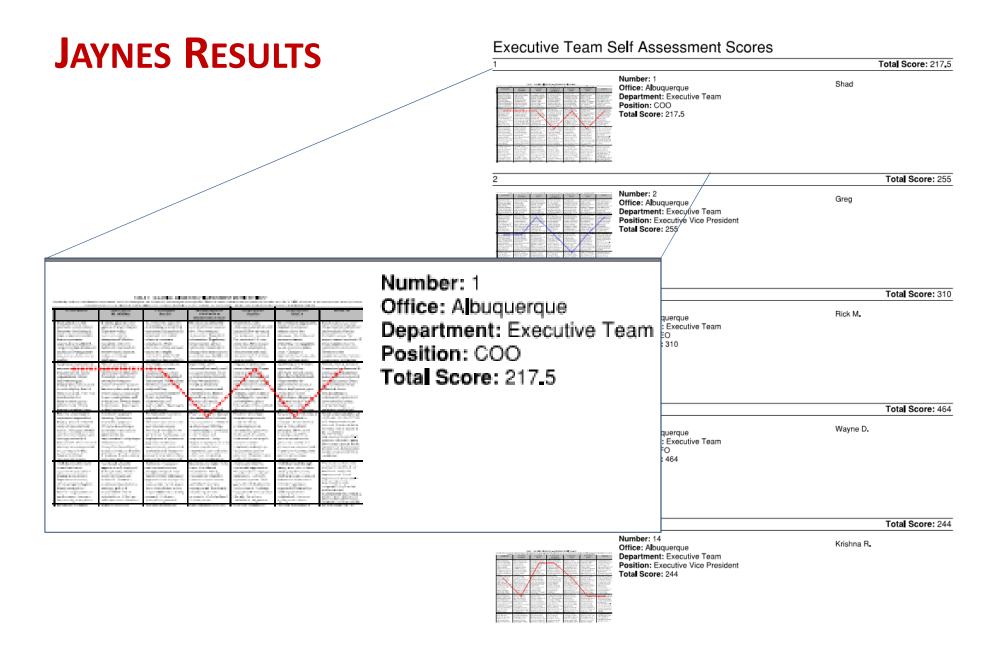
	MEASUREMENT ANALYSIS & KNOWLEDGE MGT	WORKFORCE FOCUS		OPERATIONS FOCUS		RESULTS
	Decisions made by few. Key information kept by few. No systematic	Processes to track employee perceptions, but limited follow up action.	Lim	systematic approaches. ited information tes only to key	financia	nancial and non- al results identified ailable. Results
SCORE	LEADERSHIP	STRATEGIC PLANNING		CUSTOMER FOCUS		in scope. No ement trends of 3-5 imited data on
1	Management makes decisions as individuals. Promotes developing & improving organization but no systematic approach is established. Targets set. Information is anecdotal. Management not seen as champions of quality.	Business plans focused only on financial target Plans not widely communicated or championed. Mission statement exists. No systematic approach to review vision, mission, values or strategic challenges.	s.	No systematic approduced determining or target customers. Informat anecdotal and mainly relates to customer complaints. Some corrective action, but causes not sought. Limited customer Vesatisfaction data available.	eting ion is ly t root	nity perceptions. rs some ation effectiveness mer satisfaction.

JAYNES RESULTS

TABLE 1 BALDRIGE ALIGNED SELF - ASSESSMENT MATRIX 2011-2012
Start with the Leadership criteria, read down the column and select the description that reflects the current organization profile. Place the seven it relates to at the bottom of the column as the SCORE. Continue in the same manner across each criteria

SCORE	LEADERSHIP	STRATEGIC PLANNING	CUSTOMER FOCUS	MEASUREMENT ANALYSIS & KNOWLEDGE MGT	WORKFORCE FOCUS	OPERATIONS FOCUS	RESULTS
1	Management makes decisions as individuals. Promotes developing & improving organization but no systuatic approach is on bitished. Targets set. Info. pation is anocdotal. Manage, or tool seen as championt of quality.	Business pl. Goused only on fitt feet, targets. Plans note idely community ated or champti seed. Mission statem at exists. No systet stic approach to revice vision, mission, values or strategic champters.	No systematic approach determining obstrateline customers ly mation is anecdotal at in the relates to form complain Some correct by fusionmy at ustoms V at ustoms V at an otate of	Decisions made by few. Kest information kept by Iew. No systematic approaches. All ideal information to this cy- emic of a many zero amed or analyzed langes that may relate to post util opportunities or on, we impacts.	Processes to the employee proceptions, but limited for swrup article. No systematic approximation No conditions that a systematic trend stat. Most data is anneally and limited. In naccisate and staff angle Training and staff angle Training and staff and the staff	No systematic approaches. Limited information relates only to key processes. No analysis of current or future technology or equipment teeds. Few procedures ist. Changes & im) ovements made only when roblems arise.	Some financial and non- financial results identified and available. Results limited in scope. No improvement trends of 3-5 years. Limited data on community erceptions. Monitors one organization effectiveness & cus mer satisfaction.
2	Systematic approaches to increase of business is organization, unfor deployment gaps. Managern of acts as sum to set & depro, abort & long term goals. News communication. Improvement group involvement. Ethical business practice.	to the formatic state of the systematic state of the stay of the s	See Hoop chom customer cor and trends, or asset to kenified. On the area for the client remation is there is advzed. Key, equirements in utified. Focus on buildin relationships and partnerships. Maju gaps in deployment.	has a often in tusses. Start to a trematic appre- tant timeliness, it ign a chability, ask trock, turity ar condentals. Moset essent up to a accurate use.	employs this ction start of a process approach to be completed to the complete to the completed to the completed to the complete to the completed to the complete to	Beginns of systematic processes are identified, flowcharts/documented. Opportunities for improvement assessed. Major do Joyne 1 gap Awar less of new ich sogies, chan as to men need. If no on Johns performed.	Syst in exists to measure fin-financy indicators, some in a sare reported for sear aspects. Some or a of implemental edited. It should be been finally go committed by a groun fall issues. Some introduced to the committee of the property of the property of the property of the committee
3	Effective so settle responsive queue responsive queue Management eve to & support improve in teams. Managem fully communicates w new strategy vertical continuous is provoco ful focus. Sets p a partir. Supporting communicate communicate communicate supporting communicate supporting communicate supporting communications.	In co. The incomplete in the i	In deposyment, Fflective and response e- approximations and the state of the Moving from reaction- prevention. Early stages or deployment of systematic approach to integrate awareness of customers & market & their impact on competitive position. Key success factors improved.	Oppose of the month of the second of the sec	Effects systematic, responsive tests to children to the control of	mpre der gunning man der gestellt der gestellt der gestellt approach for to value affect einess of ver die addr a sees. Move fro ing to problems active action) of factive action of factive action of the see action of the sees of the s	Result to Suprased to all suppresses or regular basis with grows entragels has indirect. The behalf of the suppresses as reported. Range of the set, the suppresses of the suppresses as reported. Range of the set, the suppresses of the suppresses
4	Well depered in many areas. Fact based systematic approaches, Management creates improvement teams, checks progress & gistimely recognition. Reviews organiz deperformance. A set of the performance of the	act based; ective approach telephyed through mar caus to ensure process and event. Protocological actives the process of the p	elevance of targets to astomer satisfaction of ungly assigned. Fast to ad effective system to the areas. Active plans has defined time scales reas abilities are the sys- ty. It can me per a wishilities are the sys- ty. It can me	Decrease based information. Stock, may say etc related to atomic papirement and linked by project manageme effective systemat approach. Well approach well approach and proper to manageme effective systematic approach. Well approach approach approach approach well approach	yes natic app. A structure of the struct	n my reas, and to focus of keys uprovements with large yeel. Focus in instruction for these effective system, apply such. Partner with uppliers at a believed. Focus on jein, or the my re.	indicators in histored re-larly & are led to set it sets for approvements. Good improvement it trends of 3-5 years but on some compart ye (best in class and we de class) out banking data evident in many enough critical areas. Con sates, improve trends. Stories of the CNO of the control of t
5	ract oased manuscular account of the control of the	receivant resource proactively sade available for impresent efforts. A grid win the organis none teed feat based esterns; eval attorium novement protection, and a second to outproat. Str. 257 akes full conside this of Baldrige model. Two- sys communications monitored and imp two	In one of certain control of certain certain certain care certain certain certain certain care certain cer	Data gatteree analyze for accurate few of competitor. Used in businessy fains. Proce- that itd, fifty addition resources that can strugghen competit of sentage. Fact better joilenance verbast in from the competition of sentage. Fact better mprovement proc Aligned with organizational ros Well deployed through sit.	evaluat on improvement proce Alignme with organ attornal nees. Emily yee satisfact in increasing with post we- tro its 3-5 years. Sor- tra gets met. Reduced orst, defects, waste, inproved cycle time; responsiveness & performance direct links to improved learning.	connic states of connic	the performance, we recommend the performance of the performance performance previous of meeting agreed glowner needs is reflecte throughout strategie process.
6,	Systematic continuous improvement & use organizational lear ing & innovation. No deployment gay 2 Senior managers visit y seen as champions Quality.	Processes assess the relevance of strategy policies and plans baild on business results. Organizational learnin No deployment gaps. New culture developed.	Systematic evaluation using continuous improvement & log ning to focus on driver of customer satisf rtion. Used to modificately. No gaps in reloyment	Processes fould afrying, sessing as earning in a familiary and the ampact, site of all tion using continued in rovemen organization carming	No deployment gaps. Climate based on personal development exists. Changes that adversely affect employees jointly considered. Focus on organizational learning.	valution of all processes via continuous improvement an organizational farming. Some evidence of improvement sesses. No ups in dial fament.	Impairing and negative tree a are evaluated and lin fed directly to the a reach / deployment ablers. Benchmarking is sed for best in industry, class & world comparisons.
7	Evidences refinement, improved chtegration of evaluation system. Employees empowered. Organizational analysis, sharing of info. Betters regulatory requirement Proactive recognition for rewards of employees.	Modification of strategy and policy count is focus of ecing proactive. Ore azational level alysis & evaluation, sharing of results. Clear evidence of refinement & improved integration of evaluation system.	beiggs in prometric graph of the control of the con	Benchman, g again the best in class cause skey improves ent in circus. Clear or dence of refins Jent & impove, into a dence of refins Jent & impove, into attorn of er justices system. Result in ganizational syel inalysis & in a sharing.	nechmarking reflection on ram cell state of high employee salt action on ram cell sissue. Organizza unal wel analysis and tring of info. Clear evidence of feinement and into verment of evallar ign systems.	cear evide fee of runnement of improved exclusion system. Use key assures as a mailty evan the e fining over processe at their talue to the custor ler. Use of or functional teams.	Benchmarking targets are reset to create new stretch improvement targets. Data available to stakeholders. Good performance trends are presented for many / most critical areas. Targets are set and compared to best in classe world with good
8	Fully deploy with no gaps. All arrent business needs considered. Consisted, amagement approach to continuous improvement. Local community and employee views are proactively sought and acted upon.	evaluators yet and by all stakehold and senior restragement champions vision. Critical factors i.e. customer satisfaction reviewed at all levels. Fully deployed no gaps. All business needs considered.	7 sof customer targets in Fully deployed. Cu int business needs contineed. Ongoing effo to identify & excee customer of eds. Integ. and into stategis plann is impart on a & innova in p. 557.	Focus on ing wation and continual is provement. Fully de aboyed. All curr of business needs acidered. Strategic objectives and resource allocations needed to accommodate such needs determined, action taken.	Evidence ut or loyces feel valued it, meir contribution. Most targets met. Fully deployed no gape exist. All current business needs are considered. Strong links between learning & ability to apply & practice skills.	Performance has firong links to astory meeds and satis actif. Targets being me in sany cases. Good dep intent, all current but ness needs considered. Processes owned by employees.	relative performance levels. 75 % of targets achieved. Performance is good to excellent in many critical cass. Most improvement their are sustained. Many convaries show very good relate performance levels. Result insonitored include most ke justomers, markets, competite, and processes.
9	All current and future business needs considered and projected for potential future needs. Managers actively promote & demonstrate involvement in quality. 70% of impact on society issues met & exceeded. Evidence of visionary leadership.	Process to analyze competitor strategy & maintain competitive advantage. Business needs considered in addition to future needs. Projection/scenario planning for future needs integral part of strategic planning process.	Custom achieved afreein and future business needs considered. Planning for potential future customers. Reached best in class benchmarks. High levels of internal & external customer loyalty & trust.	Considered all current and future business needs. Data used to determine trends to create projections, scenario planning, brainstorming & partnering to aid in identifying potential future needs and outcomes.	Consideration of all future needs and projection / scenario planning for potential impacts on employees and all training requirements/ gaps. Employees & families feel part of organization. Innovative environment, cross functional learning,	Value added processes analyzed managed & improved. All targets achieved. Planning for needs of external & internal customers, suppliers & partners. Continuous incremental & dynamic innovative improvements exist.	All targets L. Continued improvement, 25% of trends. Current performance excellent in most critical acress. Excellent and sustained improvement trends. Evidence of world class leadership in many areas. Results cover all customer, market competitor, new entirates & processes.
10	All leaders proactively sustain the improvement, culture & business ethos. Fully responsive systematic approch considering current &	Strategies achieved. Continual improvement focus. Responsive systematic appropriate systematic appropriate systematic appropriate systematic appropriate source. Fully deployed no weakness. Very strong fact based evaluation & improvement processes. Extensive organizational learning. Strong refinement & integration across organization.	All customer satisfaction targets exceeded. Fully responsive systematic approach to changing approach to changing with new values of the control of the cont	All resources aligned with strategies. Focus on innovation. Responsive systematic approaches systematic approaches to the systematic approaches to the systematic and systematic to the systematic and systematic very strong fact based evaluation, improvement process. Extensive organizational learning. Constant refinement & Integration of processes.	Responsive approach to current/future changing business needs 6 impact on employees. Fully supply the control of the control of very trong fact based systematic evaluation 6 improvement process. Satisfaction levels exceed world class benchmarks. Improvement trends sustained. Integration across organization.	All targets exceeded. Fully responsive systematic approach considers multiple issues & future needs. Stake-holders. Cataloners find it easy & beneficial to do business. Strong refinements to processes. Very strong fact based evaluation & improvement process. Extensive org learning.	the eminate & processes. All targests are esceeded. All targests are esceeded. Improvement. Considered would class in regard to benchmarking in mostful areas. Full integration. Most results clearly linked to approach/emilders. Leadership participates in and impacts upon public responsibility and citizenship in columnities. Leadership participates in and impacts upon public responsibility and citizenship. Recognized for roles in columnities, results in columnities, results in moreovine industry practices.
SCORE Factor TOTAL	12.0	8.5	8.5	9.0	8.5	8.5	45.0

BUSINESS EXCELLENCE CONSULTING LLC



JAYNES RESULTS - COMPANY AVERAGE

SCORE	LEADERSHIP	STRATEGIC PLANNING	CUSTOMER FOCUS	MEASUREMENT ANALYSIS & KNOWLEDGE MGT	WORKFORCE FOCUS	OPERATIONS FOCUS	RESULTS
1	Management makes decisions as individuals.	Business plans focused only on financial targets.	No systematic approach determining or targeting	Decisions made by few. Key information kept by	Processes to track employee perceptions, but	No systematic approaches. Limited information	Some financial and non- financial results identified
1	Promotes developing &	Plans not widely	customers. Information is	few. No systematic	limited follow up action.	relates only to key	and available. Results
	improving organization	communicated or	anecdotal and mainly	approaches. Anecdotal	No systematic approach.	processes. No analysis of	limited in scope. No
	but no systematic	championed. Mission	relates to customer	information. Regulatory	No consistent 3-5 year	current or future	improvement trends of 3-5
	approach is established.	statement exists. No	complaints. Some	environments are not	trend data. Most data is	technology or equipment	years. Limited data on
	Targets set. Information is	systematic approach to	corrective action, but root	scanned or analyzed for	anecdotal and limited.	needs. Few procedures	community perceptions.
	anecdotal. Management	review vision, mission,	causes not sought.	changes that may relate to	Absenteeism and staff	exist. Changes &	Monitors some
	not seen as champions of	values or strategic	Limited customer VOC	potential opportunities or	turnover high. Training	improvements made only	organization effectiveness
_	quality.	challenges.	satisfaction data available. Systematic collection &	negative impacts.	seen as costly.	when problems arise.	& customer satisfaction.
2	Systematic approaches to	Start of systematic		Data exists, often	Employee satisfaction issues identified. Forms	Beginning of systematic	System exists to measure
	increase awareness of business issues across	approaches. Critical success factors identified.	analysis of customer complaints and trends.	discussed but rarely used for improvements. Start	start of a systematic	approach. All key processes are identified,	& monitor key financial & non-financial indicators.
	organization. Major	Processes to collect key	Key measures identified.	of a systematic approach.	approach. Management	flowcharts/documented.	Some results are reported
	deployment gaps.	internal information	Current and former client	Focus on timeliness,	recognize success comes	Opportunities for	for critical aspects.Some
	Management acts as team	enables reviews, Monitor	information gathered &	integrity, reliability,	from employees. Major	improvement assessed.	areas of improvement
	to set & deploy short &	business plans and targets.	analyzed. Key	accuracy, security and	gaps in deployment.	Major deployment gaps.	indicated. Some
	long term goals. Two-way	Performance comparisons	requirements identified.	confidentiality. Market	Training made available	Awareness of new	benchmarking on
	communication.	to past performance and	Focus on building	research up to date,	and aligned to strategic	technologies, changing	community perceptions,
	Improvement group	competitors. Project future	relationships and	relevant and useful.	and employee plans.	customer needs. Focus on	environmental issues.
	involvement. Ethical	performance. Major gaps	partnerships. Major gaps	Strengths and	Educational levels and job	business performance	Key performance
	business practice focus.	in deployment.	in deployment.	opportunities assessed.	diversity considered.	improvement beginning.	outcomes established.
3	Effective systematic &	Innovative approach	Effective and responsive	Process in place to manage	Effective systematic,	Responsive and systematic	Results communicated to all
	responsive approaches.	forming. Systematic,	approach created.	dissemination of relevant	responsive process to	approach created to	employees on a regular basis
	Management develop	e ponsive approach.	Customer data used to set	info to vendors, customers	create two-way	evaluate effectiveness of	with improvement targets indicated. Results included
	support improvement	Move from reacting to	performance targets.	& employees. Moving	common tion of	key & value added	for many critical aspects of
	teams. Management fully	problems to prevention	Moving from reaction to	from reacting to problems	inf mation. Imployee	processes. Move from	the organization.
	communicates values and	and co anuous	prevention. Early tages of	to prevention and	news actively wight.	reacting to problems	Improvement trends of 3-5
	strategy vertically & horizontally. Prevention &	inprovement. Early stages	deployment of system tic	improvement. Early	Data used to set to vets	(corrective action) to	years reflected in many
		of deployment.	approach to integrate awareness of customers &	stages of deployment an	and action plans.	preventive action and	of areas reported. Range
	continuous provement focus. Sets priorities.	Competitor & customer satisfaction data collection	market & their impact on	responsive approach with	Emphasis on diversity, ideas and succession	continuous improvement. Transfer of learning from	targets set, data gathered,
	Supporting local	& analysis. Results widely	competitive position. Key	a focus on egration	planning, Proactive focus.	ast projects across	results analyzed and trends
	community groups.	communicated.	success factors improved.	across the organization.	Early deployment.	or unization.	established.
4	Well deployed in many	Fact based, effective	Relevance of targets to	Decisions are made on the	Fact based, effective	Well leployed though	Trends used as indicators
*	areas. Fact based	approach well deployed	customer satisfaction	basis of fact based	systematic approaches.	many a. as, ai a to focus	monitored regularly & are
	systematic approaches.	through many areas to	strongly assigned. Fact	information, Stock,	Strong links to employee	on key im, ovements	used to set targets for
	Management creates	ensure processes are	based effective systematic	materials etc related to	satisfaction. Effective	with targets set. Focus on	improvements. Good
	improvement teams,	reviewed. Promotes	approach well deployed in	customer requirements	appraisal system. Skill	innovation. Fact based	improvement trends of 3-5
	checks progress & gives	understanding of vision,	many areas. Action plans	and linked to project	gaps identified, planned	effective systematic	years based on some
	timely recognition.	strategy, policy &	have defined time-scales,	management. Fact based,	and reviewed. Training	approach. Partnerships	comparative (best in class and world class)
	Reviews organizational	responsibilities to all	responsibilities are clearly	effective systematic	supported & reinforced on	with suppliers are	benchmarking data evident in
	performance. Assesses	stakeholders. Effective,	assigned. Customer	approach. Well deployed	the job. Trends are	established. Focus on	many to most critical areas.
	community perceptions.	efficient communications.	perceptions gathered.	in many areas.	established, targets set.	agility for the future.	Consistently improve trends.
-	East boood austomatic	Doloront recourses	The need to meet and	Data gathored / analyzed	East based exclomatic	Aliamod with moods of	50% of toronto mat. No.

JAYNES RESULTS - COMPANY AVG VS CEO

SCORE	LEADERSHIP	STRATEGIC PLANNING	CUSTOMER FOCUS	MEASUREMENT ANALYSIS & KNOWLEDGE MGT	WORKFORCE FOCUS	OPERATIONS FOCUS	RESULTS
1	Management makes decisions as individuals. Promotes developing & improving organization but no systematic approach is established. Targets set. Information is anecdotal. Management not seen as champions of quality.	Business plans focused only on financial targets. Plans not widely communicated or championed. Mission statement exists. No systematic approach to review vision, mission, values or strategic challenges.	No systematic approach determining or targeting customers. Information is anecdotal and mainly relates to customer complaints. Some corrective action, but root causes not sought. Limited customer VOC satisfaction data available.	Decisions made by few. Key information kept by few. No systematic approaches. Anecdotal information. Regulatory environments are not scanned or analyzed for changes that may relate to potential opportunities or negative impacts.	Processes to track employee perceptions, but limited follow up action. No systematic approach. No consistent 3-5 year trend data. Most data is anecdotal and limited. Absenteeism and staff turnover high. Training seen as costly.	No systematic approaches. Limited information relates only to key processes. No analysis of current or future technology or equipment needs. Few procedures exist. Changes & improvements made only when problems arise.	Some financial and non- financial results identified and available. Results limited in scope. No improvement trends of 3-5 years. Limited data on community perceptions. Monitors some organization effectiveness & customer satisfaction.
2	Systematic approaches to increase awareness of business issues across organization. Major deployment gaps. Management acts as team to set & deploy short & long term goals. Two-way communication. Improvement group involvement. Ethical business practice focus.	Start of systematic approaches. Critical success factors identified. Processes to collect key internal information enables reviews. Monitor business plans and targets. Performance comparisons to past performance and competitors. Project future performance. Major gaps in deployment.	Systematic collection & analysis of customer complaints and trends. Key measures identified. Current and former client information gathered & analyzed. Key requirements identified. Focus on building relationships and partnerships. Major gaps in deployment.	Data exists, often discussed but rarely used for improvements. Start of a systematic approach. Focus on timeliness, integrity, reliability, accuracy, security and confidentiality. Market research up to date, relevant and useful. Strengths and opportunities assessed.	Employee satisfaction issues identified. Forms start of a systematic approach. Management recognize success comes from employees. Major gaps in deployment. Training made available and aligned to strategic and employee plans. Educational levels and job diversity considered.	Beginning of systematic approach. All key processes are identified, flowcharts/documented. Opportunities for improvement assessed. Major deployment gaps. Awareness of new technologies, changing customer needs. Focus on business performance improvement beginning.	System exists to measure & monitor ken financial & non-financi indicators. Some resu is are reported for critical aspects. Some areas of improvement indicated. Some bene marking on confinantly perceptions, en ironmental issues. Ley performance butcomes established.
3	Effective systematic & responsive approaches. Management development teams an agement fully communicates vertices and strategy byth liberature of the continuous approvement focus. Sets prioriti Supporting local community protos	Innovative approach for ling. So ematic, responsive approach. Move from reacting to proplems to presention and consultation and consultation and consultation and consultation and consultation approvement. Early stages of deployment. Competitor & custon or satisfaction data collegion & analysis. Results with ly communicated.	Effective and responsive approach created. Customer data used to set performance targets. Moving from reaction to prevention. Early, tages of deployment of system tic approach to integrate awareness of customers & market & their impact on competitive position. Key success factors improved.	Process in place to manage dissemination of relevant info to vendors, customers & employees. Moving from reacting to problems to prevention and improvement. Early stages of deployment an excitive systemati responsive applicate with a focus on egration across the organization.	Effective systematic, responsive process to create two-way comprared to find a mation. Imployee fews actively lught. Data used to set to rets and action plans. Emphasis on diversity, ideas and succession planning. Proactive focus. Early deployment.	Responsive and systematic approach created to evaluate effectiveness of key & value added processes. Move from reacting to problems (corrective action) typeventive action and continuous improvement. Transfer of learning from an ast projects tross or anization.	Results communicated to all employees on a regular basis with improvement targets indicated. Results included for many critical aspects of the organization. Improvement frends of 3-5 years a reflected in many of the areas reported. Range targets set, data gathered, results analyzed and trends established.
4	Well dept. errin any areas. Fact bases systematic approaches. Management creates improvement teams, checks progress & gives timely recognition. Reviews organizational performance. Assesses community perceptions.	Fact based, effective approach well deployed through many areas to ensure processes are reviewed. Promotes understanding of vision, strategy, policy & responsibilities to all stakeholders. Effective, efficient communications.	Relevance of targets to customer satisfaction strongly assigned. Fact based effective systematic pproach well deployed in a my areas. Action plans hase defined time-scales responsibilities are closely assigned. Custome perceptions gath yed.	Decisions a basis of fet based information. Stock, materials etc related to stomer requirements and linked to project management. Fact based, effective systematic approach. Well deployed in many areas.	systematic approaches. Strong links to employee satisfaction. Effective appraisal system. Skill gaps identified, planned and reviewed. Training supported & reinforced on the job. Trends are established, targets set.	many at as, air to focus on key impovements with targets set. Focus on innovation. Fact based effective systematic approach. Partnerships with suppliers are established. Focus on agility for the future.	Trends used as indicators monitored regularly & are used to set targets for improvements. Good improvement trends of 3-5 years based on some comparative (best in class and world class) benchmarking data evident in many to most critical areas. Consistently improve trends.
5	Fact based systematic evaluation,improvement process. Aligned with organizational needs. Trends improved. Process	Relevant resources proactively made available for improvement efforts. Aligned with the organizations needs. Fact	The new top set and exceed a somer needs is related in the strategic and operational plans. Fact based systematic	Data gathered/analyzed for accurate view of competitors. Used in business plans. Processes that identify additional	Fact based systematic evaluation,improvement process. Alignment with organizational needs. Employee satisfaction	Aligned with needs of organization. Customer needs linked to processes. Well deployed throughout. Quality	50% of targets met. No negative performance. Improvement trends in most critical areas ie key customer, market & process requirements are evident

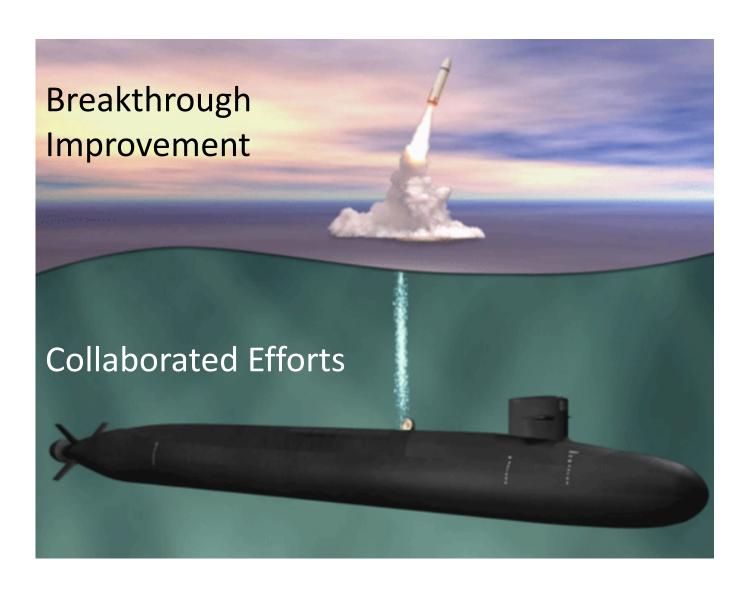
JAYNES RESULTS - COMPANY AVG VS COO

SCORE	LEADERSHIP	STRATEGIC PLANNING	CUSTOMER FOCUS	MEASUREMENT ANALYSIS & KNOWLEDGE MGT	WORKFORCE FOCUS	OPERATIONS FOCUS	RESULTS
1	Management makes decisions as individuals. Promotes developing & improving organization but no systematic approach is established. Targets set. Information is anecdotal. Management not seen as champions of quality.	Business plans focused only on financial targets. Plans not widely communicated or championed. Mission statement exists. No systematic approach to review vision, mission, values or strategic challenges.	No systematic approach determining or targeting customers. Information is anecdotal and mainly relates to customer complaints. Some corrective action, but root causes not sought. Limited customer VOC satisfaction data available.	Decisions made by few. Key information kept by few. No systematic approaches. Anecdotal information. Regulatory environments are not scanned or analyzed for changes that may relate to potential opportunities or negative impacts.	Processes to track employee perceptions, but limited follow up action. No systematic approach. No consistent 3-5 year trend data. Most data is anecdotal and limited. Absenteeism and staff turnover high. Training seen as costly.	No systematic approaches. Limited information relates only to key processes. No analysis of current or future technology or equipment needs. Few procedures exist. Changes & improvements made only when problems arise.	Some financial and non- financial results identified and available. Results limited in scope. No improvement trends of 3-5 years. Limited data on community perceptions. Monitors some organization effectiveness & customer satisfaction.
2	Systematic approaches to increase business issues across organization. Major deployment gaps. Management acts as team to set & deploy short & long term goals. Two-way communication. Improvement group involvement. Ethical business practice focus.	Start of systematic success factors identified. Processes to collect key internal information enables reviews. Monitor business plans and targets. Performance comparisons to past performance and competitors. Project future performance. Major gaps in deployment.	Systematic collection & Customer complaints and trends. Key measures Jentified. Current and forth a client information gathers. & analyzed. Key requirements identified. Focus on building relationships and partnerships. Major gaps in deployment.	Data exists, often discussed but rarely used for improvements. Start of a systematic approach. Focus on timeliness, integrity, reliability, accuracy, security and confidentiality. Market research up to date, a syant and useful. Straughs and opportuities as assed.	Employee satisfaction issues identife M. Forms start of a structure in the approach. Management record ze success course for a employees. Major aps in deployment. Training made available and aligned to strategic and employee plans. Educational levels and job diversity considered.	Beginning of systematic approach. All key processes are identified, flowcharts/documented. Opportunities for improvement assessed. Major deployment gaps. Awareness of new schnologies, changing commer needs. For on buss, es perform the improvement leginning.	System exists to measure & monitor k of financial & non-financial indicators. Some podds are reported for exical aspects. Some and of improvement addicated. Some benchmarking on community perceptions, environmental issues. Key performance outcomes established.
3	Effective systematic & responsive approaches. Management development teams. Management fully communic resvelle and strategy verhany & horizontally. Presention & continuous emprovement focus. Sets priorities. Supporting local community groups. Well deployed in many	Innovative approach Oning. Systematic, responsive approach. Move from reacting to problems by a common approach and ontinuous improvement. Early stages of deployment. Competitor & customer satisfaction data collection & analysis. Results widely communicated. Fact based, effective	Effective and responsive approach created. Customer data used to set performance targets. Moving from recition to prevention. Early states of deployment of systematic approach to integrate awareness of customers & market & their impact on competitive position. Key success factors improved. Relevance of targets to	Process is the to manage dissemination of relevant info to vendors, customers & employees. Moving from reacting to problems to prevention and improvement. Early the estimated of the property	Effective systematic, responsive process to create two way componication of information. En aloyee views actively sou, lit. Data used to set target and action plans. Emphasis on diversity, ideas and succession planning. Proactive focus. Early deployment. Fact based, effective	Respons and systematic approach created to evaluate effectiveness of key & value added processes. Move from reacting to problems (corrective action) to preventive action and continuous improvement. Transfer of learning from part projects across organization. Well de, loyed though	Results communicated to all employees on a regular basis with improvement targets indicated. Results included for many critical pspects of the organization. Improvement trends of 3-5 years or effected in many of the areas reported. Range of targets set, data gathered, results analyzed and trends established. Trends used as indicators
	areas. Fact based systematic approaches. Management creates	approach well deployed through many areas to ensure processes are	customer satisfaction strongly assigned. Fact based effective systematic	basis of fact based information. Stock, materials etc related to	systematic approaches. Strong links to employee satisfaction. Effective	many area on to focus on key improvements with targets set. Focus on	monitored regularly & are used to set targets for improvements. Good improvement trends of 3-5

JAYNES RESULTS - COMPANY AVG VS COO

SCORE	LEADERSHIP	STRATEGIC	CUSTOMER	MEASUREMENT	WORKFORCE	OPERATIONS	RESULTS
		PLANNING	FOCUS	ANALYSIS & KNOWLEDGE MGT	FOCUS	FOCUS	
	Management makes	Business plans focused	No systematic approach	De isions made by few.	Processes to track	No systematic approaches.	Some financial and non-
١.,	decisions as individuals.	only on financial targets.	determining or targeting	Ke miorma on kept by	employee perceptions, but	Limited information	financial results identified
1	Promotes developing &	Plans not widely	customers information is	fev. No system tic	limited follow up action.	relates only to key	and available. Results
1	improving organization	communicated or	anecdota and mainly	ar proaches. Anec otal	No systematic approach.	processes. No analysis of	limited in scope. No
1	but no systematic	championed. Mission	relates customer	i formation. Regulat w	No consistent 3-5 year	current or future	improvement trends of 3-5
1	approach is established.	statement exists. No	complents. Some	nvironments are not	trend data. Most data is	technology or equipment	years. Limited data on
1	Targets set. Information is	systematic approach to	rre ive action, but root	scanned or analyzed for	anecdotal and limited.	needs. Few procedures	community perceptions.
1	anecdotal. Management	review vision, mission,	cau not sought.	changes that may relate to	bsenteeism and staff	exist. Changes &	Monitors some
1	not seen as champion of	values or strategic	Lip ated customer FOC	potential opportunities or	to over high. Training	improvements made only	organization effectiveness
	quality.	challenges.	si sfaction data available.	negative impacts.	seem costly.	when problems arise.	& customer satisfaction.
2	Systematic approa.	Start of systematic	stematic collection &	Data exists, often	Employ satisfaction	Beginning of systematic	System exists to measure
	increase away ness o.	proaches. Critical	inalysis of customer	discussed but rarely used	issues iden fied. Forms	approach. All key	& monitor key financial &
	business issues ross	°ss factors identified.	complaints and trends.	for improvements. Start	start of a syst patic	processes are identified,	non-financial indicators.
1	organization. Ma	es to collect key	Key measures identified.	of a systematic approach.	approach. Man ement	flowcharts/documented.	Some results are reported
1	deployment gaps.	aformation	Current and former client	Focus on timeliness,	recognize success mes	Opportunities for	for critical aspects.Some
1	Management acts as tel	er s reviews. Monito	information gathered &	integrity, reliability,	from employees. May	improvement assessed.	areas of improvement
1	to set & deploy short &	business plans and tary ts.	analyzed. Key	accuracy, security and	gaps in deployment.	Major deployment gaps.	indicated. Some
1	long term goals. Two-way	Performance compari	requirements identified.	confidentiality. Market	Training made available	Awareness of new	benchmarking on
1	communication.	past performance, nd	Focus on building	research up to date,	and aligned to strategic	technologies, changing	community perceptions,
1	Improvement group	con petitors. Project ature	relationships and	relevant and useful.	and employee plans.	stomer needs. Focus on	environmental issues.
1	involvement. Ethical	performance. Maj gaps	partnerships. Major gaps	Strengths and	Educational levels and job	bus less performance	Key performance
<u> </u>	business practice focus.	in deplement. Innovative pprach	in deployment.	opportunities assessed. Process in place to manage	diversity considered.	impregement beginning.	outcomes established. Results communicated to all
3	Effective systematic & responsive approaches.		Effective and responsive approach created.	dissemination of relevant	Effective systematic, responsive process to	Respons te and systematic	regular basis
1	Management develor	fouring. Syst hatic, resionsive approach.	Customer data used to set	info to vendors, customers	* *	approach acceptance of	with improvement targets
1	support intorive ner	Move from reacting to	performance targets.	& employees, Moving	create two-way communition of	kev & value added	indicated. Results included
	teams. Management fully	problems to prevention	Moving from reaction to	from reacting to problems	information. Employee	processes. Move from	for many critical aspects of
1	communicates vittes and	and co amuous	prevention. Early, tages of	to prevention and	news actively aught.	reacting to problems	the organization.
	strategy of the liver	and andous improvement. Early stages	deployment of system tic	improvement. Early	Data used to set to vets	(corrective action) to	Improvement trends of 3-5
1	horizontally. Prevent on &	of deployment.	approach to integrate	stages of deployment, an	and action plans.	preventive action and	years a reflected in many
	continuova	Competitor & customer	awareness of customers &	e ective systemati	Emphasis on diversity,	continuous improvement.	of the areas reported. Range
	focus. Sets priorities.	satisfaction data collection	market & their impact on	responsive approach with	ideas and succession	Transfer of learning from	targets set, data gathered, results analyzed and trends
1	Supporting local	& analysis. Results widely	competitive position. Key	a focus on egration	planning. Proactive focus.	ast projects across	established.
1	community groups.	communicated.	success factors improved.	across the organization.	Early deployment.	or anization.	Catalonianed.
4	Well deployed in many	Fact based, effective	Relevance of targets to	Decisions are made on the	Fact based, effective	Well leployed though	Trends used as indicators
	areas. Fact based	approach well deployed	customer satisfaction	basis of fact based	systematic approaches.	many a. as, at a to focus	monitored regularly & are
1	systematic approaches.	through many areas to	strongly assigned. Fact	information. Stock,	Strong links to employee	on key impovements	used to set targets for
1	Management creates	ensure processes are	based effective systematic	materials etc related to	satisfaction. Effective	with targets set. Focus on	improvements. Good
	improvement teams,	reviewed. Promotes	approach well deployed in	customer requirements	appraisal system. Skill	innovation. Fact based	improvement trends of 3-5
1	checks progress & gives	understanding of vision,	many areas. Action plans	and linked to project	gaps identified, planned	effective systematic	years based on some
I	timely recognition.	strategy, policy &	have defined time-scales.	management. Fact based.	and reviewed. Training	approach. Partnerships	comparative (best in class

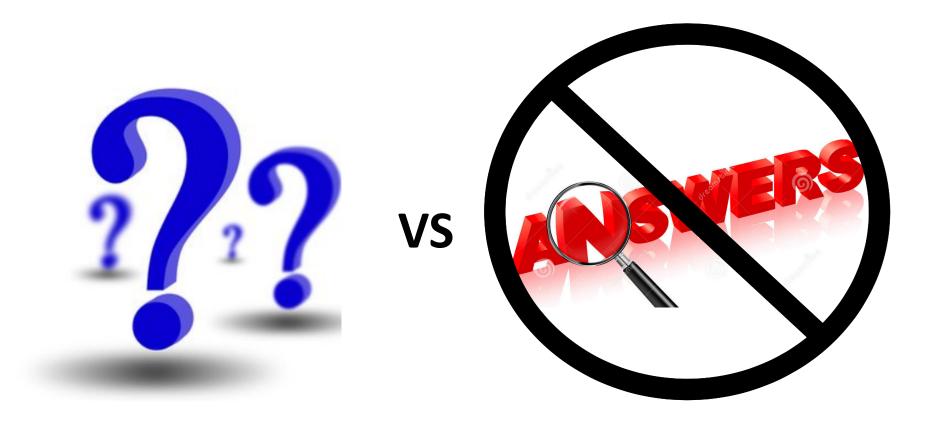
BREAKTHROUGH IMPROVEMENT



HITTING OUR TARGET



THE CRITERIA FOR PE



How do you...



Customer

- How do your listening methods vary for different customers, customer groups or market segments?
- How do you determine customer satisfaction AND engagement?
- How do your measurements capture actionable information to use in meeting your customer requirements and exceeding their expectations in the future?

DISSATISFIED CUSTOMERS

"How do your measurements capture actionable information to use in meeting your customer requirements and exceeding their expectations in the future?"

WORLD CLASS COMPANY





FREESE AND NICHOLS BALDRIGE APPLICATION

LEARN of CLIENT COMPLAINT

"Marketing issues a **Client Issue Resolution form when a client satisfaction survey has a score of "3" or below**, the client made
negative comments, or answered "yes" to the question "Would you like us to
contact you to further discuss our performance?"

ASSIGN COMPLAINT RESOLUTION

- COO assigns person responsible

RESOLVE CLIENT COMPLAINT

- Resolution is completed and documented

OUR FIRST LESSON LEARNED



PLEASE CC ME ON ALL EMAILS



CHANGE ORDER PROCESS



PARTNERSHIP





CLIENT ENGAGEMENT GROUP

What WE DO, & Why WE DO IT.

OFFERING SEAMLESS
TRANSITION FROM
CONSTRUCTION TO
WARRANTY.

TO BE A CONTINUED
RESOURCE FOR
THE LIFE OF YOUR
BUILDING.

JAYNES EMPLOYEES





Are We Making Progress?

How do you know?

Are your values, vision, mission, and plans being deployed?

Does your leadership team understand them?

Do the members of your workforce understand and support them?

Are your communications effective?

Is the message being well received?



Are We Making Progress?

Your opinion is important to us!

There are 40 statements below. For each statement, check the box that best matches how you feel (strongly disagree, disagree, undecided, agree, strongly agree). How you feel will help us decide where we most need to improve or change. We will not be looking at individual responses but will use the information from our whole group to make decisions. It should take you about 10 to 15 minutes to complete this questionnaire.

Senior leaders, please fill in the name of organization or unit being discussed. Note: This refers to what is meant each time the word "organization" is used below

		1	Leadership	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	
		1A	I know my organization's mission (what it is trying to accomplish).	0	0	0	0	0 \	1
		1B	I know my organization's vision (where it is trying to go in the future).	0	0	0	0	0	
		1C	My senior (top) leaders are ethical and demonstrate our organization's values.	0	0	0	0	0	
		1D	My senior leaders create a work environment that helps me do my job.	. O	0	0	0	0	
		15	NALL AND CONTRACTOR OF THE ADMINISTRATION OF	0	_	_	_	_	
1	Leadership		Strongly Disagree Disagree	Undeci	ded	Agree	Stro	ongly gree	
1 1A	Leadership I know my organization's mission (what it is trying to accomplish).		Strongly Disagree Disagree	Undeci	ded	Agree	Stro A	ongly gree	
1 1A	I know my organization's mission	2D	Disagree Disagree	0	ded	Agree O	Strc A	ongly gree	

Are We Making Progress? • www.nist.gov/baldrige

40 Questions

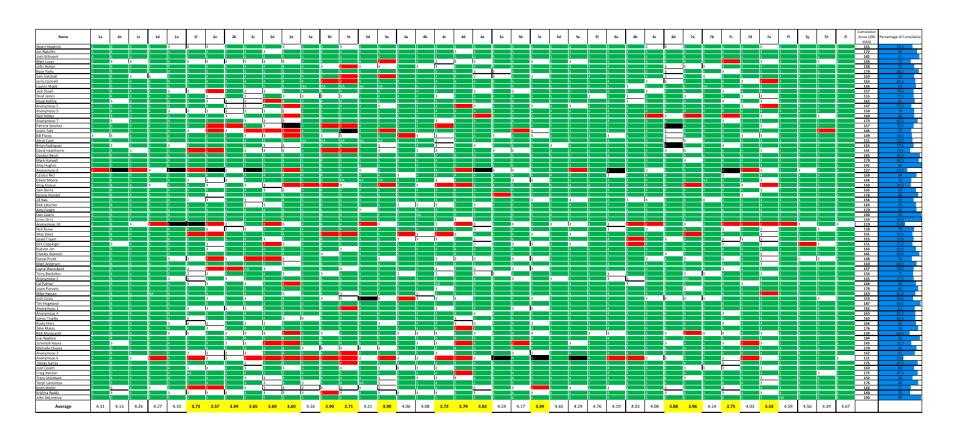
- Operations 4
- MeasurementKnowledgeManagement 5
- Customer Focus 5
- Strategic Planning 5
- Leadership 6
- Workforce 6
- Results 9

72 Participants

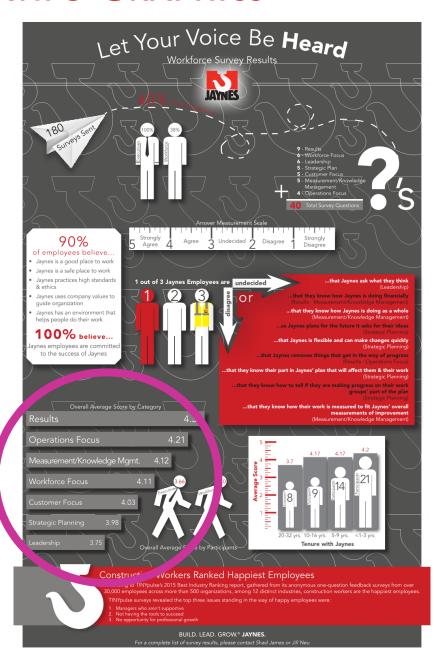
- 100% Executive Team 6
- 38% of our Workforce 66

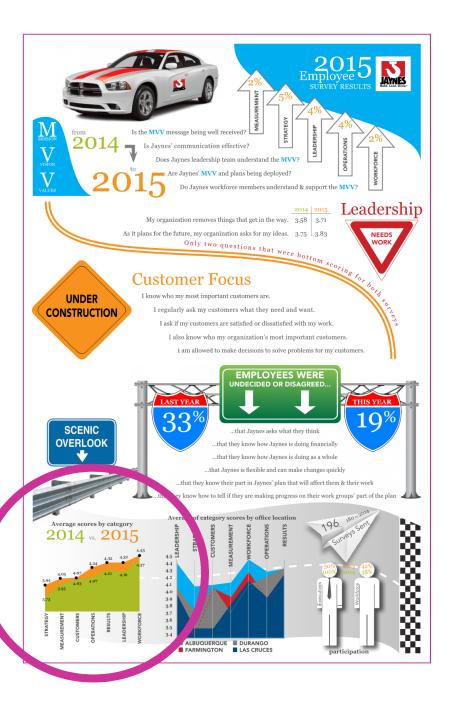
= 2880 data points

= 2880 data points



INFO GRAPHICS

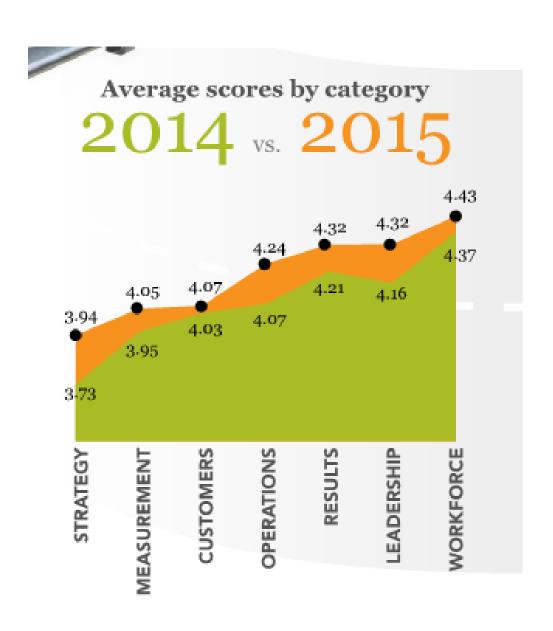




INFO GRAPHIC – 2014 CATEGORY RESULTS



INFO GRAPHIC - 2014 - 2015 CATEGORY RESULTS







BUILD. LEAD. GROW.



Sam Hatchell

Corporate Quality Manager Jaynes Corporation

Direct: 505-345-8591

Cell: 505-235-3098

sam.hatchell@jaynescorp.com