

**Virginia SPQA Discovery Self-Assessment**



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| --- |
| [Organization Name] |
| [Date Submitted] |

[Transmittal Letter – Insert Organization’s Letterhead if desired and remove this note]

(Date)

Discovery Director, SPQA

Dear SPQA Discovery Director,

[Organization Name] is pleased to submit its Discovery Self-Assessment for the Examination Team’s review and feedback.

[optional text for the organization – remove]

Sincerely,

**Organizational Profile**

The **Organizational Profile**is a snapshot of your organization, the key influences on how you operate, and the key challenges you face. *Insert your response and related graphics if applicable at the end of each question or question set*.

**1. Organizational Environment**

1. ***What are your main product offerings? What is the relative importance of each to your success? What mechanisms do you use to deliver your products?***
* **Response:**
1. ***What are your stated mission, vision, and values*? *What are your organization’s core competencies and what is their relationship to your mission?***
* **Response:**
1. ***What is your workforce profile? What recent changes have you experienced in workforce composition or in your needs with regard to your workforce? What are your workforce or employee groups and segments? What are the educational requirements for different employee groups and segments? What are the key drivers that engage them in achieving your mission and vision? What are your organized bargaining units (union representation)? What are your organization’s special health and safety requirements?***
* **Response:**
1. ***What are your major facilities, technologies, and equipment?***
* **Response:**
1. ***What is the regulatory environment under which you operate? What are the key applicable occupational health and safety regulations, accreditation, certification, or registration requirements; industry standards; and environmental, financial, and product regulations?***
* **Response:**

**2.** **Organizational Relationships**

1. ***What are your organizational leadership structure and governance system? What are the reporting relationships among your governance board, senior leaders, and parent organization, as appropriate*?**
* **Response:**
1. ***What are your key market segments, customer groups, and stakeholder groups, as appropriate? What are their key requirements and expectations for your products, customer support services, and operations? What are the differences in these requirements and expectations among market segments, customer groups, and stakeholder groups?***
* **Response:**
1. ***What are your key types of suppliers, partners, and collaborators? What role do they play in your work systems, especially in producing and delivering your key products and customer support services? What role do they play in enhancing your competitiveness? What are your key mechanisms for two-way communication with suppliers, partners, and collaborators? What role, if any, do these organizations play in contributing and implementing innovations in your organization? What are your key supply chain requirements?***
* **Response:**

**3. Competitive Environment**

a. ***What is your competitive position? What are your relative size and growth in your industry or the markets you serve? How many and what types of competitors do you have?***

* **Response:**

b. ***What key changes, if any, are affecting your competitive situation, including changes that create opportunities for innovation and collaboration, as appropriate?***

* **Response:**

c. ***What key sources of comparative and competitive data are available from within your industry? What key sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data*?**

* **Response:**

**4. Strategic Context**

***What are your key strategic challenges and advantages in the area of business, operational, societal responsibilities, and workforce*?**

* **Response:**

**5. Performance Improvement**

***What are the key elements of your performance improvement system, including your processes for evaluation and improvement of key organizational projects and processes*?**

* **Response:**

**1. Leadership**

The Leadership Category asks how senior leaders’ personal actions guide and sustain your organization. It also asks about your organization’s governance system; how your organization fulfills its legal, ethical, and societal responsibilities.

1. **How do your senior leaders lead and how do their personal actions guide and sustain your organization?** Answer each of the following questions.

How do they set your organization’s vision and values?

* + **Response:**

How do their actions demonstrate their commitment to legal and ethical behavior?

* + **Response:**

How do they communicate with and engage the entire workforce and key customers?

* + **Response:**

How do they create an environment for success now and in the future?

* + **Response:**

How do they create a focus on action that will achieve the organization’s mission?

* + **Response:**

1. **How do you govern your organization and fulfill your societal responsibilities?**  Answer each of the following questions.

How does your organization ensure responsible governance?

* + **Response:**

How do you evaluate the performance of your senior leaders and your governance board?

* + **Response:**

How do you address and anticipate legal, regulatory, and community concerns with your products and operations?

* + **Response:**

How do you promote and ensure ethical behavior in all interactions?

* + **Response:**

How do you consider societal well-being and benefit as part of your strategy and daily operations?

* + **Response:**

How do you actively support and strengthen your key communities?

* + **Response:**

**1. Leadership Feedback (Examiners Only)**

1. **How do your senior leaders lead and how do their personal actions guide and sustain your organization?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 1a detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

1. **How do you govern your organization and fulfill your societal responsibilities?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 1b detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

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**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**2. Strategic Planning**

The Strategy Category asks how your organization develops strategic objectives and action plans, implements them, changes them if circumstances require, and measures progress.

1. **How do you develop your strategy?** Answer each of the following questions.

How do you conduct your strategic planning?

* + **Response:**

How does you strategy development process stimulate and incorporate innovation?

* + **Response:**

How do you collect and analyze relevant data and develop information for you strategic planning process?

* + **Response:**

How do you decide which key processes will be accomplished by your workforce and which by external suppliers and partners?

* + **Response:**

What are your organization’s key strategic objectives and timetable for achieving them?

* + **Response:**

How do your strategic objectives achieve appropriate balance among varying and potentially competing organizational needs?

* + **Response:**
1. **How do you implement strategy?** Answer each of the following questions.

What are your key short- and longer-term action plans?

* + **Response:**

How do you deploy your action plans?

* + **Response:**

How do you ensure that financial and other resources are available to support the achievement of your action plans while you meet current obligations?

* + **Response:**

What are your key workforce plans to support your short- and longer-term strategic objectives and action plans?

* + **Response:**

What key performance measures or indicators do you use to track the achievement and effectiveness of action plans?

* + **Response:**

For these key performance measures or indicators, what are your performance projections for your short- and longer-term planning horizons?

* + **Response:**

How do you establish and implement modified action plans if circumstances require a shift in plans and rapid execution of new plans?

* + **Response:**

**2. Strategic Planning (Examiners Only)**

* 1. **How do you develop your strategy?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 2a detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

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**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

1. **How do you implement strategy?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 2b detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

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**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**3. Customer Focus**

The Customer Focus Category asks how your organization engages its customers for long-term marketplace success, including how your organization listens to the voice of the customer, builds customer relationships, and uses customer information to improve and identify opportunities for innovation. ***Note for Education and Health Care Participants:*** *The Criteria for Education focuses on Students and Stakeholders in lieu of “Customers”, and your responses to this Category should address the questions in this way. The Criteria for Health Care focuses on patients, and other customers, and your responses to this Category should address the questions in that way.*

1. **How obtain information from your customers?** Answer each of the following questions.

How do you listen to, interact with, and observe customers to obtain actionable information?

* + **Response:**

How do you listen to potential customers to obtain actionable information?

* + **Response:**

How do you determine customer satisfaction, dissatisfaction, and engagement?

* + **Response:**

How do you obtain information on customers’ satisfaction with you organization relative to other organizations?

* + **Response:**
1. **How do you engage customers by serving their needs and building relationships?** Answer each of the following questions:

How do you determine product offerings?

* + **Response:**

How do you enable customers to seek information and support?

* + **Response:**

How do you determine your customer groups and market segments?

* + **Response:**

How do you build and manage customer relationships?

* + **Response:**

How do you manage customer complaints?

* + **Response:**

**3. Customer Focus (Examiners Only)**

1. **How do you obtain information from your customers?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 3a detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

1. **How do you engage customers by serving their needs and building relationships?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 3b detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

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**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**4. Measurement, Analysis, and Knowledge Management**

The Measurement, Analysis, and Knowledge Management Category asks how your organization selects, gathers, analyzes, manages, and improves its data, information, and knowledge assets; how it learns; and how it manages information. The Category also asks how your organization uses review findings to improve its performance.

1. **How do you measure, analyze, and then improve organizational performance?** Answer each of the following questions.

How do you track data and information to track daily operations and overall organizational performance?

* + **Response:**

How do you select comparative data and information to support fact-based decision making?

* + **Response:**

How do you select Voice-of-the-Customer (VOC) and market data and information?

* + **Response:**

How do you ensure that your performance measurement system can respond to rapid or unexpected organizational or external change?

* + **Response:**

How do you review your organization’s performance and capabilities?

* + **Response:**

How do you project your organization’s future performance?

* + **Response:**

How do you use findings from performance reviews (addressed in bullet 5) to develop priorities for continuous improvement and opportunities for innovation?

* + **Response:**
1. **How do you manage your information and organizational knowledge assets?** Answer each of the following questions.

How do you verify and ensure the quality of organizational data and information?

* + **Response:**

How do you ensure the availability of organizational data and information?

* + **Response:**

How do you build and manage organizational knowledge?

* + **Response:**

How do you share best practices in your organization?

* + **Response:**

How do you use knowledge and resources to embed learning in the way your organization operates?

* + **Response:**

**4. Measurement, Analysis, and Knowledge Management**

**(Examiners Only)**

1. **How do you measure, analyze, and then improve organizational performance?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 4a detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**b. How do you manage your information and your organizational knowledge assets?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 4b detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**5. Workforce Focus**

The Workforce Focus Category asks how your organization assesses workforce capability and capacity needs and builds a workforce environment conducive to high performance. The Category also asks how your organization engages, manages, and develops your workforce to utilize its full potential in alignment with your organization’s overall mission, strategy, and action plans.

1. **How do you build an effective and supportive workforce environment?** Answer each of the following questions.

How do you assess your workforce capability and capacity needs?

* + **Response:**

How do you recruit, hire, place, and retain new workforce members?

* + **Response:**

How do you prepare your workforce for changing capability and capacity needs?

* + **Response:**

How do you organize and manage your workforce?

* + **Response:**

How do you ensure workplace health, security, and accessibility for the workforce?

* + **Response:**

How do you support your workforce via services, benefits and policies?

* + **Response:**
1. **How do you engage your workforce to achieve a high performance work environment?**  Answer each of the following questions.

How do you foster an organizational culture that is characterized by open communication, high performance, and an engaged workforce?

* + **Response:**

How do you determine the key drivers of workforce engagement?

* + **Response:**

How do you assess workforce engagement?

* + **Response:**

How does your workforce performance management system support high performance and workforce engagement?

* + **Response:**

How does your learning and development system support the organization’s needs and the personal development of your workforce members, managers, and leaders?

* + **Response:**

How do you evaluate the effectiveness and efficiency of your learning and development system?

* + **Response:**

How do you manage career progression for your workforce and your future leaders?

* + **Response:**

**5. Workforce Focus (Examiners Only)**

1. **How do you build an effective and supportive workforce environment?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 5a detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**b. How do you engage your workforce to achieve a high performance work environment?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 5b detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**6. Operations Focus**

The Operations Focus Category asks how your organization designs, manages, and improves its products and work processes and improves operational effectiveness to deliver customer value and achieve organizational success and sustainability.

1. **How do you design, manage, and improve your key products and work processes?** Answer each of the following questions.

How do you determine key product and work process requirements?

* + **Response:**

What are your organization’s key work processes?

* + **Response:**

How do you design your products and work processes to meet requirements?

* + **Response:**

How does your day-to-day operation of work processes ensure that they meet key process requirements?

* + **Response:**

How do you determine your key support processes?

* + **Response:**

How do you improve your work processes to improve products and performance, enhance your core competencies, and reduce variability?

* + **Response:**

How do you manage your supply chain?

* + **Response:**

How do you pursue your opportunities for innovation?

* + **Response:**
1. **How do you ensure effective management of your operations?** Answer each of the following questions.

How do you control the overall costs of your operations?

* + **Response:**

How do you ensure the reliability of your information system?

* + **Response:**

How do you ensure the security and cybersecurity of sensitive or privileged data and information?

* + **Response:**

How do you provide a safe operating environment?

* + **Response:**

How do you ensure that your organization is prepared for disasters or emergencies?

* + **Response:**

**6. Operations Focus (Examiners Only)**

**a. How do you design, manage, and improve your key products and work processes?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 6a detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**b. How do you ensure effective management of your operations?**

*An overall Impression is offered based on the description of your Approach in the context of the set of Discussion Area 6b detailed questions and the Participant’s identified activities that address this Discussion Area and the Deployment of these identified activities. Specific observations indicate key strengths and opportunities for improvement. Key Examiner Observations are as follows:*

**What We Perceived Overall Regarding Maturity in this Discussion Area:**

**What We Saw as Evidence of Maturity in this Discussion Area:**

**What We Didn’t See as Evidence of Maturity in this Discussion Area:**

**What Opportunities Might be Considered to improve Maturity in this Discussion Area:**

**7. Results**

The Results Category asks about your organization’s performance and improvement in all key areas – product and process results, customer-focused results, workforce-focused results, leadership and governance results, and financial and market results. The Category asks about performance levels relative to those of competitors and other organizations with similar product offerings.

1. Provide your key ***product performance and process effectiveness*** results. Include results for your products and customer service processes. Include results for your process effectiveness and efficiency. Include your safety and emergency preparedness results. Include your supply-chain management results. Include appropriate comparative data. Segment your results by product offerings, customer groups, and market segments, and by process types and locations, as appropriate.
* **Response**:
1. Provide your ***customer-focused performance*** results. Include results for customer satisfaction, dissatisfaction, and engagement. Include appropriate comparative data. Segment your results by product offerings, customer groups, and market segments, as appropriate.
* **Response:**
1. Provide your ***workforce-focused performance*** results. Include your workforce capability and capacity results. Include workforce climate results (e.g. health, safety, security and services and benefits). Include your workforce engagement results. Include your workforce and leader development results. Include appropriate comparative data. Segment your results to address the diversity of your workforce and to address your workforce groups and segments, as appropriate.
* **Response:**
1. Provide your ***senior leadership and governance*** results. Include results for senior leaders’ communication and engagement with the workforce and customers. Include results for governance accountability, including those for fiscal accountability. Include results for ethical behavior and results for societal well-being support of your key communities. Include results for the achievement of your organizational strategy and action plans. Include appropriate comparative data. Segment your results by organizational units, as appropriate.
* **Response**:
1. Provide your ***financial viability*** results. Include your financial performance results and marketplace performance results. Include appropriate comparative data. Segment your results by market segments, customer groups, or organizational units as appropriate.
* **Response**:

**7. Results (Examiners Only)**

**Overall, based on what we read and what Results were provided, and given what we are looking for relative to Process Results, our review led us to the following conclusion:**

[ ]  Few if any results were provided in the six Discussion Areas/Categories.

[ ]  A few organizational performance results are reported in a few of the Discussion Areas/Categories.

[ ]  Organizational performance results are reported in most Discussion Areas/Categories

[ ]  Sustained improvement in organizational performance results are reported in all areas/Categories.

[ ]  Other:

**Overall Narrative Summary (*optional*)**

**What We Saw as Evidence of Maturity in this Results Area:**

**What We Didn’t See as Evidence of Maturity in this Results Area:**

**What Opportunities Might be Considered to improve Maturity in this Results Area:**

**Team Observation Summary**

For each Discussion Area, the Examination Team has provided comments. This summary is a synopsis or executive summary of what is observed in each of the Categories and often provides a discussion of the overall maturity level of your organization. Note: Examiner observations are submitted based on the information provided in this Self-Assessment. The examiner team’s observations could be wrong because the description is inadequate. More than “what” the examiner team is looking for “how.” The ability to articulate a complete story, even with opportunities for improvement demonstrates a level of maturity in understanding the connectivity of mature processes and results.

The Examination Team offers the following Summary Observations: