Organizational Performance Assessment Results

Introduction

This report identifies the relative effectiveness of the internal structures and processes of your organization. It is based

on a total of 31 employee responses to the *Organizational Performance Assessment* (OPA) that was completed on

04/12/2013.

Rationale For Measures Used

Embedded within the OPA are twenty measures that are used to identify your organization’s relative level of effectiveness

when compared to other organizations. Each of the measures is associated with organizations that are highly effective in

terms of employees’ motivation to accomplish the goals of the organization, organizational productivity, and employee

commitment and morale.

This Analysis of Measures includes three sections. Section 1, Internal Structures and Processes, summarizes the

performance of your organization based on ten measures that are associated with key features of the product-serviceprofit

chain within an organization. All ten measures embedded in Section 1 have been empirically validated using

confirmatory factor analysis based on structural equation modeling (SEM) applications on repeated samples and

demonstrated to be valid. Section 2 of this report, Support Activities, includes seven measures related to organizational

support functions that are key to enabling production employees to get their work accomplished. Finally, Section 3,

Outcome Measures, consists of three general measures of overall organizational effectiveness. The relative effectiveness

of each of the measures in these three sections is based on employee ratings.

It has taken over 20 years of research with over 20,000 working adults as well as employees who worked in more than

300 organizations in business, not-for-profit, and government agencies to derive the measures included in the OPA.

Results of our research using these measures have been published in scientific, peer reviewed journals.

The Product-Service-Effectiveness Chain

These measures can be used to assist you with your SWOT, balanced scorecard, or other analytic methods your organization employs.



Section 1, Internal Structures And Processes

In this section we provide an analysis of your organization’s effectiveness based on ten empirically derived measures.

These measures can be used to assist you with your SWOT, balanced score card, value chain, or other analytic

methods your organization employs to continue on its never ending journey to improve.

The Ten Measurement Constructs

The ten measures included in this Section, along with a brief description of each, are presented below:

*IMPORTANCE OF THE MISSION (MISN)*

*Employees' belief that the work of the agency is very important. Agency has an important mission and provides*

*important products and/or services. Studies consistently have confirmed that a key characteristic of organizational*

*goal accomplishment is the degree to which organizational members know, understand, and are committed to their*

*organization's mission. When the members of the organization understand its mission and believe it is very important,*

*they are capable of becoming great.*

*SUPPORTIVE POLICIES TOWARD THE WORK FORCE (POLI)*

*Organization is loyal to its work force, is perceived to care about the employees' welfare, is fair to employees. Studies*

*have linked supportive policies demonstrated by supervisors and the organization, itself, to be directly connected to*

*employee satisfaction and commitment, and these, in turn, are associated with improved organizational performance.*

*FACILITATIVE ORGANIZATIONAL DESIGN (DSGN)*

*Flexible rules, and not being over laden with rigid bureaucratic barriers, enable employees to respond to their*

*customers in a timely manner. It is well known that excessive red tape and layers of internal checks and balances*

*impede organizational responsiveness. Quick decision making processes are needed by employees so they can meet*

*the demands of their own internal or external customers and suppliers. This is a measure of the relative*

*responsiveness of decision making within the organization based on its design.*

*POSITIVE WORKING CONDITIONS (WORK)*

*Good working conditions, pleasant place to work, attractive work environment. This is an indicator of internal*

*customer support on the part of top management toward the employees. Such enable employees to perform the tasks*

*expected of them as a result of their having proper tools and supplies.*

*PAY AND BENEFITS (PAY)*

*The degree to which employees view the compensation they receive from their company to be fair and acceptable.*

*When employees feel they are being treated inequitably, their willingness to perform is impeded, and such lowers*

*organizational effectiveness. This is a measure of the employees' perceptions about how fair they are treated by their*

*employer through their pay and benefits.*

*OPEN COMMUNICATIONS WITH EMPLOYEES (COMM)*

*Employees know where they stand at all times and are given real time feedback about their performance in an*

*effective way. Leaders listen to employees' ideas and concerns, and share feedback from customers with employees*

*to solve problems together. Studies clearly demonstrate that in contemporary organizations embedded in rapidly*

*changing environments, highly participative forms of management are more effective than top-down forms of the past.*

*This is a measure of employee empowerment and effective use of team based decision making.*

*EMPLOYEE LOYALTY AND PRIDE (LOYL)*

*Has very loyal work force, highly motivated, hard working employees who have a lot of pride in their workmanship.*

*Employee loyalty and pride have been found to be important indicators of sustained organizational effectiveness and*

*the organization's ability to excel.*

*OPERATIONAL EFFICIENCY (EFFI)*

*Does things on time, employs efficient ways of getting the work done, does not waste time, meets deadlines better*

*than most other organizations. This is an indicator of the organization's effectiveness at eliminating waste and other*

*inefficiencies that are costly in terms of time, money, rework and on time delivery to the customer.*

*CUSTOMER ORIENTED BEHAVIOR (CUST)*

*Places a lot of emphasis on satisfying its customers, is friendly to customers, has easy access for its customers to*

*use its services, treats customers courteously, is dedicated to customer satisfaction. This is an essential measure of*

*organizational effectiveness in private sector and most public sector organizations.*

*SUPPLIER RELATIONS (SPLY)*

*Spends a lot of time and effort to help develop its suppliers, helps its suppliers perform more effectively, wants its*

*suppliers to succeed. This sheds light on the organization's focus on enabling its suppliers to perform effectively for*

*the organization. It is an important indicator of effective supply-chain management.*

Comparison Of Your Organization With Other Organizations

The following graph shows how all the employees rated each of the ten measures compared to an industry average. It is

a combined reading of all employees who have taken the assessment and reveals how your organization compares to

others. It identifies the percentile your organization would rate when compared with others in our data base.

In the graph below, the ratings of your organization are compared to those of other organizations.

Scores above 50% are above the "average" organization and may indicate a competitive advantage.

Scores below 50% are below the "average" organization and may indicate opportunities for improvement.

Combined Ratings Of HR Pros Inc

Compared To Other Organizations

How The Scale Is Used For Graphs

The questionnaire included a seven point Likert-type scale that ranged from 1=Strongly Disagree to 7=Strongly Agree. 

See the illustration below:

The following charts identify how employees in each of the sub units within your organization responded to the ten 10

OPA measures. In these charts, we took the horizontal Likert-type 1 to 7 scale shown above and made it vertical.

The higher the bar above the line, the more positive the score (tending to strongly agree), and the further below the line,

the less positive (tending toward strongly disagree).

Thus, if an average score on a 1 to 7 scale was 6.10, it would be shown as 2.10 (above the mid line). A low score of 2.40

on the 1 to 7 scale would be shown on our graph as -1.60 (we subtract 4.00 from the mean). 

Analysis Of The Ten Measures By Organizational Unit

Importance Of The Mission (MISN)

Definition: Importance Of The Mission

*Employees' belief that the work of the agency is very important. Agency has an*

*important mission and provides important products and/or services. Studies*

*consistently have confirmed that a key characteristic of organizational goal*

*accomplishment is the degree to which organizational members know, understand, and*

*are committed to their organization's mission. When the members of the organization*

*understand its mission and believe it is very important, they are capable of becoming*

*great.*

Supportive Policies Toward The Work Force (POLI)

Definition: Supportive Policies Toward The Work Force

*Organization is loyal to its work force, is perceived to care about the employees'*

*welfare, is fair to employees. Studies have linked supportive policies demonstrated by*

*supervisors and the organization, itself, to be directly connected to employee*

*satisfaction and commitment, and these, in turn, are associated with improved*

*organizational performance.*

Facilitative Organizational Design (DSGN)

Definition: Facilitative Organizational Design

*Flexible rules, and not being over laden with rigid bureaucratic barriers, enable*

*employees to respond to their customers in a timely manner. It is well known that*

*excessive red tape and layers of internal checks and balances impede organizational*

*responsiveness. Quick decision making processes are needed by employees so they*

*can meet the demands of their own internal or external customers and suppliers. This*

*is a measure of the relative responsiveness of decision making within the organization*

*based on its design.*

Positive Working Conditions (WORK)

Definition: Positive Working Conditions

*Good working conditions, pleasant place to work, attractive work environment. This is*

*an indicator of internal customer support on the part of top management toward the*

*employees. Such enable employees to perform the tasks expected of them as a result*

*of their having proper tools and supplies.*

Pay And Benefits (PAY)

Definition: Pay And Benefits

*The degree to which employees view the compensation they receive from their*

*company to be fair and acceptable. When employees feel they are being treated*

*inequitably, their willingness to perform is impeded, and such lowers organizational*

*effectiveness. This is a measure of the employees' perceptions about how fair they are*

*treated by their employer through their pay and benefits.*

Open Communications With Employees (COMM)

Definition: Open Communications With Employees

*Employees know where they stand at all times and are given real time feedback about*

*their performance in an effective way. Leaders listen to employees' ideas and*

*concerns, and share feedback from customers with employees to solve problems*

*together. Studies clearly demonstrate that in contemporary organizations embedded in*

*rapidly changing environments, highly participative forms of management are more*

*effective than top-down forms of the past. This is a measure of employee*

*empowerment and effective use of team based decision making.*

Employee Loyalty And Pride (LOYL)

Definition: Employee Loyalty And Pride

*Has very loyal work force, highly motivated, hard working employees who have a lot of*

*pride in their workmanship. Employee loyalty and pride have been found to be*

*important indicators of sustained organizational effectiveness and the organization's*

*ability to excel.*

Operational Efficiency (EFFI)

Definition: Operational Efficiency

*Does things on time, employs efficient ways of getting the work done, does not waste*

*time, meets deadlines better than most other organizations. This is an indicator of the*

*organization's effectiveness at eliminating waste and other inefficiencies that are costly*

*in terms of time, money, rework and on time delivery to the customer.*

Customer Oriented Behavior (CUST)

Definition: Customer Oriented Behavior

*Places a lot of emphasis on satisfying its customers, is friendly to customers, has*

*easy access for its customers to use its services, treats customers courteously, is*

*dedicated to customer satisfaction. This is an essential measure of organizational*

*effectiveness in private sector and most public sector organizations.*

Supplier Relations (SPLY)

Definition: Supplier Relations

*Spends a lot of time and effort to help develop its suppliers, helps its suppliers perform*

*more effectively, wants its suppliers to succeed. This sheds light on the organization's*

*focus on enabling its suppliers to perform effectively for the organization. It is an*

*important indicator of effective supply-chain management.*

Section 2, Support Activities

This section includes seven statements that shed light on the perceived effectiveness of important internal support

activities that are typically required to facilitate the performance of your product-service-effectiveness chain. The seven

statements are as follows:

*LEADS ORGANIZATIONAL CHANGE VERY EFFECTIVELY*

*EXCELS AT FOSTERING TEAM BASED PROBLEM SOLVING ACROSS DEPARTMENTAL UNITS*

*EXCELS AT MANAGING ITS HUMAN RESOURCES*

*EXCELS AT MANAGING ITS FINANCIAL RESOURCES*

*EXCELS AT MANAGING ITS INFORMATION TECHNOLOGY*

*IS HIGHLY EFFECTIVE AT BUILDING PARTNERSHIPS WITH IMPORTANT REPRESENTATIVES FROM OTHER AGENCIES TO ACCOMPLISH*

*ITS GOALS*

*THE LEADERSHIP OF THIS ORGANIZATION IS EXCELLENT*

Leads Organizational Change Very Effectively



Excels At Fostering Team Based Problem Solving

Across Departmental Units

Excels At Managing Its Human Resources

Excels At Managing Its Financial Resources

Excels At Managing Its Information Technology

Is Highly Effective At Building Partnerships With Important Representatives

From Other Agencies To Accomplish Its Goals

The Leadership Of This Organization Is Excellent

Section 3, Outcome Measures

This section includes three outcome measures used to identify the degree to which your employees perceive your

organization to be serving its customers and performing effectively. They are:

*MEETS ITS ORGANIZATIONAL GOALS AND CUSTOMER EXPECTATIONS*

*THE QUALITY OF CUSTOMER SERVICE PROVIDED BY*

*THIS ORGANIZATION IS EXCELLENT*

*OVERALL, THE EFFECTIVENESS OF THIS ORGANIZATION IS EXCELLENT*

Meets Its Organizational Goals And Customer Expectations

The Quality Of Customer Service Provided By

This Organization Is Excellent

Overall, The Effectiveness Of This Organization Is Excellent

Questions To Be Addressed

Now that you have reviewed the results of your organization's assessment, here are some questions you may

want to answer:

When compared to other organizations, how is your organization performing?

What units in your organization scored the highest and lowest on each measure?

What are the reasons for such high and low scores (focus on organizational policies, procedures, processes and

practices and not personality)?

What needs to be done to foster organization-wide improvement?

What appear to be the greatest opportunities for improvement within each unit in your organization?

What are the external and internal barriers to your organization's performance?

What can you do to tear down the barriers to performance and become more effective?

Summary

Write a two page (maximum) executive report that summarizes the results of the OPA in terms of your organization’s strengths and areas where improvement is needed, identifying the specific steps your organization will take to improve.

Include dates, people and expected outcomes.

Organizational Performance Assessment Results part 2

Organizational Performance Assessment

Introduction

This part of our report includes the responses of your employees to some open ended questions asked of them.

Generally the information offered by them can be very useful as they may shed light on the reasons your organization

received high or low scores found in Part I of the OPA report. The comments may also offer excellent ideas or

suggestions that can be used to improve the effectiveness of your organization.

Their responses have not been edited by us. They are verbatim (spelling errors and all). It is suggested that they be

reviewed before being released, for they may, on occasion, include insensitivities or confidential information that may not

be appropriate for all to see.

Organizational Performance Assessment – Open Questions

What else do we need to know so we can further improve your organization? (Note: please focus on policies,

processes, practices, and procedures, but not personality).

Question : What is the organization doing right?

Answers:

Operations

Focusing on customer service.

Clients are getting the services needed.

Has established and encourages an atmosphere of collegiality. Welcomes open communication.

It is "wanting" to become a High Performance Organization

Providing excellent service above and beyond others expectation.

Administration

beginning to implement team buiding exercises and a program of recognition for work/customer service well done

Provides meals to those that are elderly and those with disabilities that couldn't otherwise

my organization does it's best to take care of employee's within it's boundries.

Focusing in upgrading technology to improve productivity in the workplace.

constantly upgrading the product

Customer Service

It prides in customer service

compansation package

Treasury

Going above and beyond it's clients expectations.

Putting its clients and share holders first.

The organization has always been able at hiring a set of dedicated staff who are good at what they do. Very passionate

and highly motivated. This assist the organization in making record profits year after year. They aslo place great

emphasis on service our customers with excellence. The organization can also be seen as a training ground for young

professionals.

Marketing

My organization is making improvements in the collaboration among vaarious parts of the marketing department so we

can align more strategically to ensure the customer attains the most clear message across all mediums.

The company is highly customer focused and delivers an exceptional product and is always seeking ways to improve

what it offers.

In my role, I feel that the organization is investing in new and innovative ways to get our message out. This organization

does a great job of test and learning.

The organization understands the correlation between keeping its employees happy and customer satisfaction. Both

customer and employee have equal value which can be displayed through brand representation.

Human Resources and IT

Entering new markets

Innovative technology, price model for services, training for clients

Agile + Matrix off-site production under flexible business hours to allow family first.

The organization is doing good things for the business model they have adopted and are leaders in the industry.

Question : What does the organization need to do better (please do not point fingers at

individuals)?

Answers:

Operations

Open communication from top down and across work groups.

Organization needs to develope effective leadership. Finish the reorganization of the department. The reorganization has

been going on for the past 18 months.

Make provisions in outside vendor's contracts for basic benefits such as healthcare coverage, sick leave (even if a very

limited number of occurances).

The organizations policies, controls and governance needs to mature to be succesful. Change means you have to leave

some things and people behind, while you embrace newer, more relevant opportunities.

Administration

decisions should be made quicker and shouldn't require as much "red tape" to get something done. Management should

clarify exactly what they want done. Some managers are better at this than others.

I recommend not changing rules regularly to benefit those that are in leadership roles when they have no experience in

management. Giving people the benefit of the doubt and encouraging those underneath-not knocking them down.

could speed up processes and cut down on waste. currentlly under manned and personnel are working at maxium

compacity.

Provide more funding for training and development.

time management

Customer Service

treat employees with respect and not like children

better trainings

Treasury

Have a dispute resolution committee to provide neutral and unbiased feedback

Because the organization acts as a training group, it does not pay well as it could.

Marketing

The organization could do a better job at explaining why they are making organizational restructures so that the

employees have a btter understanding of how this will affect their roles in the future and the company in a positive light.

The company culture is changing in the service and call centers to be more relaxed and still hardworking - much like

Zappos.com and Southwest Airlines. However, this is not happening in all areas. Would like to see more team building

events and green meeting spaces making it even more attractive and fun place to work.

Human Resources and IT

Train resources and empower employees to make decisions.

Cut out bureaucratic processes and layers of ineffective management, provide career path for all associates &

managers, more talent development, succession planning. Use internal resources for promotions & growth opportunities.

More direct feedback, clarify roles & responsibilities of those involved in projects. Get rid of layers of governance &

chains of command

Incentive plan on profit sharing.

Capitalize the knowledge available in different divisions for a common goal.

Question : What recommendations do you have to help improve things?

Answers:

Operations

Allow manegers to manage and not get mired down in adminstrative duties such as payroll, purchasing and payment

processes.

Develope a clear chain of management. Develope managers into effective managers. Finish department reorganization.

Base the awarding of vendor contracts less on the low bid and more on performance, expertise and a commitment to

follow-through and excellence.

Compare our organizational goals to our current policies and determine if we are suited to achieve our goals with our

current structure (be honest about the comparison). Make changes now, to get the right people, practices and

processes active.

Administration

management should be concise when giving directions. Clarify and answer questions instead of having to submit

questions and make meeting requests by email. Take the time to give directions completely the first time. Decisons

shouldn't require a week to be made. This leads to customer service issues as well as personnel issues.

There are too many people involved into many projects when I believe that the focus should be a limited few. Basically,

too many chiefs and not enough Indians. They need to listen.

study processes and make improvements in the supply process. shipping of parts takes to long. use fed-ex or dhl more

to speed up delivery times.

Provide more flexibility within the hiring process to attract higher skilled personel.

anticipate the varying work load

Customer Service

open up communication with employees.

© GilbertEMS, LLC 2013

better comunications chanels

Treasury

More upward mobility.

At this point, I'm not sure. As this is something that has been happening for years and with the Country's economic

situation, and it being an employers market, no change is expected in the near future.

Marketing

I recommend more leadership training for managerial positions as well as better training for new employees. I also think

the origanization should make it a priority to get marketing procedures in place for each team in terms of checklisting

each other's work and ensuring everything meets brand guidelines.

Overall company policies and procedures are good and appear fair including performance reviews. A new HR is

restructuring and improving things however I would like to see an employee rewards and recognition program

implemented.

Human Resources and IT

Reduce micro-managing and activities that don't add value.

Eliminate waste & bureaucracy, utilize internal resources for talent development and promotions

Project completion bonuses.

None