

Criteria Linkages

The reason linkages are called out in the Criteria is to ensure that applicants and examiners note key relationships. The linkages below are referenced specifically in the Criteria item notes; however many other two-way linkages exist among Criteria items and the Organizational Profile. The concept of multiple linkages reflects the interdependencies in performance management systems.

Item	Link
1.1 Senior Leadership	category 2; 7.1-7.5
1.2 Governance and Societal Responsibilities	2.1; 5.1; category 6; 7.4
2.1 Strategy Development	3.2; 4.2a; 6.1
2.2 Strategy Implementation	1.1; categories 3, 4, 5, 6; 7.1
3.1 Voice of the Customer	P.1; P.2; 7.1; 7.2
3.2 Customer Engagement	7.1; 7.2
4.1 Measurement, Analysis, and Improvement of Organizational Performance	category 2; 7.1-7.5
5.1 Workforce Environment	category 2; 5.2
5.2 Workforce Engagement	7.3
6.1 Work Systems	4.2
6.2 Work Processes	P.2c; 7.1
7.1 Product and Process Outcomes	P.1b(2); categories 2, 3, 4, 6, 7.2, 7.5
7.2 Customer-Focused Outcomes	P.1b(2); category 3
7.3 Workforce-Focused Outcomes	2.2; category 5
7.4 Leadership and Governance Outcomes	category 1; 7.3
7.5 Financial and Market Outcomes	2.2; 4.1a(1)