

Linkage between Org Profile and Process Categories

1 Leadership

- P.1a(2) **VISION and MISSION:** What are the distinctive characteristics of your organizational culture? What are your stated PURPOSE, VISION, VALUES, and MISSION? What are your organization's CORE COMPETENCIES and their relationship to your MISSION?
- P.1a(5) **Regulatory Requirements:** What is the regulatory environment under which your organization operates? What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and product regulations?
- P.1b(1) **Organizational Structure:** What are your organizational structure and GOVERNANCE system? What are the reporting relationships among your GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?

2 Strategic Planning

- P.1a(2) **VISION and MISSION:** What are the distinctive characteristics of your organizational culture? What are your stated PURPOSE, VISION, VALUES, and MISSION? What are your organization's CORE COMPETENCIES and their relationship to your MISSION?
- P.2b **Strategic Context:** What are your KEY business, operational, societal responsibility, and human resource STRATEGIC CHALLENGES and ADVANTAGES? What are your KEY STRATEGIC CHALLENGES and ADVANTAGES?

3 Customer Focus

- P.1b(2) **CUSTOMERS and STAKEHOLDERS :** 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?
- P.2a(1) **Competitive Position:** What is your competitive position? What are your relative size and growth in your industry or markets served? What are the numbers and types of competitors for your organization?
- P.2a(2) **Competitiveness Changes:** What are any KEY changes taking place that affect your competitive situation, including opportunities for INNOVATION and collaboration, as appropriate?

4 Measurement, Analysis, and Knowledge Management

- P.2a(3) **Comparative Data:** What are your KEY available sources of comparative and competitive data from within your industry? What are your KEY available sources of comparative data from outside your industry? What limitations, if any, affect your ability to obtain these data?
- P.2c **PERFORMANCE Improvement System:** What are the KEY elements of your PERFORMANCE improvement system, including your evaluation, organizational LEARNING, and INNOVATION PROCESSES?

5 Workforce Focus

- P.1a(3) **WORKFORCE Profile :** What is your WORKFORCE profile? What are your WORKFORCE or employee groups and SEGMENTS? What are their education levels? What are the KEY elements that engage them in accomplishing your MISSION and VISION? What are your organization's WORKFORCE and job DIVERSITY, organized bargaining units, KEY WORKFORCE benefits, and special health and safety requirements?

6 Operations Focus

- P.1a(1) **Product Offerings:** What are your organization's main offerings (see note 1 below)? What is the relative importance of each to your organizational success? What mechanisms do you use to deliver your ?
- P.1a(4) **Assets:** What are your major facilities, technologies, and equipment?
- P.1b(3) **Suppliers and PARTNERS:** What are your KEY types of suppliers, PARTNERS, and COLLABORATORS ? What role do these suppliers, PARTNERS and COLLABORATORS play in the production and delivery of your KEY products and CUSTOMER support services? What are your KEY mechanisms for communicating with suppliers PARTNERS, and COLLABORATORS? What role, if any, do these organizations play implementing INNOVATIONS in your organization? What are your KEY supply chain requirements?