

## READINESS ASSESSMENT

### **FACET OF EXCELLENCE:**

#### ***Organizational and Employee Learning and Development***

For this Facet, each Category is outlined with questions that are intended to gauge your organization's level of readiness to apply. It is not a definitive way of determining whether or not your application for this Facet will be scored high enough to receive an award. It is a tool that has been designed to provide an overview of the types of questions you will be expected to answer with sufficient supporting detail when completing the actual Facet.

If you choose to complete this Readiness Assessment, you are not expected to submit it to the Paragon panel of examiners. It is for your company's internal use to assist you in determining whether you are prepared to apply for this Facet. If you determine that you are not ready now, this tool will provide you with an overview of the areas in which you may need further action and development.

The "State of Readiness" on the assessment form is a subjective response that you will need to determine for each question, with "Red" being an answer of "No, not ready yet"; "Amber" being an answer of "Maybe, we could be ready or are close"; and "Green" being an answer of "Yes, we are ready". There is no magic number of Green responses that will determine whether or not you should apply. Your organization will determine readiness based on your level of comfort with the responses and what details you can provide to support your answers when an application is submitted.

You are encouraged to involve various members of your leadership team when considering your responses to these questions. This will elevate the level of awareness and involvement within your organization to complete the application process and may increase the depth of your responses by using diverse and cross-departmental input.

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Elements of a Successful Facet	Evidence of Progress	State of Readiness			Further Actions Required
		Red	Amber	Green	
<b>Category: <i>Organizational Structure</i></b>					
Do you take into consideration the organization's size, geographic presence, technology, method of product or service delivery, and/or requirements of its environment when determining your organizational structure?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is your organizational structure assessed and revised over time?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you measure whether your organizational structure positively impacts achievement of business results?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you analyze and associate organizational issues with your organizational structure (i.e., poor service due to slow lead times; poor communication; low employee morale due to lack of empowerment)?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Category: <i>Performance Management</i></b>					
Do you take into consideration the organization's overall performance objectives and culture when managing an individual employee's performance?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Is your performance management system assessed and revised over time?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you gauge employees' satisfaction levels with the performance management system?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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		Red	Amber	Green	
Do you assess the ongoing impact of your system on the individual employee's performance? On the organization's performance?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you use the information you gather to improve the performance management system?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Category: <i>Succession Planning and Career Development</i></b>					
Have you made provisions for planned or unanticipated changes in your leadership or other key/critical positions?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have a plan in the event an employee holding a key or critical position in your organization unexpectedly becomes unavailable to perform his/her job?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you identify "high potential" individuals who might succeed current holders of critical positions?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you have a career development planning process for individual employees within your organization?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you evaluate and align an individual's career development plan with the organization's needs?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you assess the ongoing impact of communication on the individual employee's performance? On the organization's performance?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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Are your succession planning/career development programs assessed and revised over time?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you gauge whether your succession planning process accurately identified the "high potential" individuals?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you gauge whether your career development process meets the needs of the individual employee and the organization?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Category: <i>Employee Learning and Development</i></b>					
Do you have effective programs/tools/initiatives in your organization to train, educate, and develop your employees?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Did you consider your organization's strategic plan when determining those programs/tools/initiatives?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Are your employee learning and development programs assessed and revised over time?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you gauge employees' immediate reactions to learning events?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you use the information you gather to improve future programs?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you assess what skills or information the employee learned from the event?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Do you gauge whether and how the employees apply the information learned to their job performance?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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Do you assess the ongoing impact of your efforts on the employees' departmental performance? On the organization's performance?		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	