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|  |  | | | | | |  | | **Year:** |  | |  |
|  | | | | | |  | |  |  | |  |
|  | **Elements** | **Rating** | | | | | | **Comment** | | |
| **5** | **4** | **3** | **2** | **1** | |
| **Develop** | 1. The SWOT process is inclusive and includes all key stakeholders. |  |  |  |  |  | |  | | |
| 1. The SWOT process considers potential key challenges and opportunities. |  |  |  |  |  | |  | | |
| 1. The SWOT process considers operating performance. |  |  |  |  |  | |  | | |
| 1. Issues and opportunities are evaluated in the context of the mission and vision to determine direction. |  |  |  |  |  | |  | | |
| 1. The goals address the challenges and support the direction and focus. |  |  |  |  |  | |  | | |
| 1. Priority objectives are selected to support the goals and are based on gap analysis. |  |  |  |  |  | |  | | |
| 1. Priority objectives are measured with short and longer-term targets to close the performance gaps. |  |  |  |  |  | |  | | |
| 1. Objectives are balanced and address customers, workforce, and financials as a minimum. |  |  |  |  |  | |  | | |
| 1. Accountability is assigned for all objectives and gaps. |  |  |  |  |  | |  | | |
| **Deploy** | 1. Deployment is based on facts and shows clear alignment throughout the organization. |  |  |  |  |  | |  | | |
| 1. A process is in place to communicate the plan and engage all employees. |  |  |  |  |  | |  | | |
| 1. Action plans are in place for key projects. |  |  |  |  |  | |  | | |
| 1. It is clear how the gaps will be closed and where the contributions will come from. |  |  |  |  |  | |  | | |
| **Implement** | 1. Project Action plans are on schedule for each objective. |  |  |  |  |  | |  | | |
| 1. Gaps are closing as planned. |  |  |  |  |  | |  | | |
| 1. Reasons for slippage are known and addressed. |  |  |  |  |  | |  | | |
| **Review And Evaluate** | 1. There is a systematic approach in place to review the status of the plan’s execution at all levels. |  |  |  |  |  | |  | | |
| 1. The strategic plan and budget are integrated. |  |  |  |  |  | |  | | |
| 1. The planning process key milestones were completed per schedule. |  |  |  |  |  | |  | | |
| 1. Lessons learned from the planning and implementation processes have been documented and incorporated into the next planning process cycle. |  |  |  |  |  | |  | | |
| **Total Points** | |  | | | | | | Average = Total Points Scored ÷ # of Elements (20)  % = 100 x (Total Points Scored – Total Possible Points) | | |
| **Total Average** | |  | | | | | |
| **Total %** | |  | | | | | |

***Legend****: 5 = Completely 4 = Mostly 3 = Minimal Acceptable Level 2 = Somewhat 1 = Barely or No*