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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.
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| 1. Priority objectives are selected to support the goals and are based on gap analysis.
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| 1. Priority objectives are measured with short and longer-term targets to close the performance gaps.
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| 1. Objectives are balanced and address customers, workforce, and financials as a minimum.
 |  |  |  |  |  |  |
| 1. Accountability is assigned for all objectives and gaps.
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| **Deploy** | 1. Deployment is based on facts and shows clear alignment throughout the organization.
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| 1. A process is in place to communicate the plan and engage all employees.
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| 1. Action plans are in place for key projects.
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| 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*