

# Performance Snapshot

## 2009 Performance Indicator Feedback Report

### *Business Sample*

*~ Category 1 only ~*



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# Demographics

The Demographic Section is designed to provide the organization with an overall response rate relative to the total number of respondents and their percentage weight for each demographic category they have chosen.

## Survey Demographics

<b>SURVEYS DISTRIBUTED</b>	25
<b>SURVEYS RETURNED</b>	25
<b>PERCENT RESPONDING</b>	100%

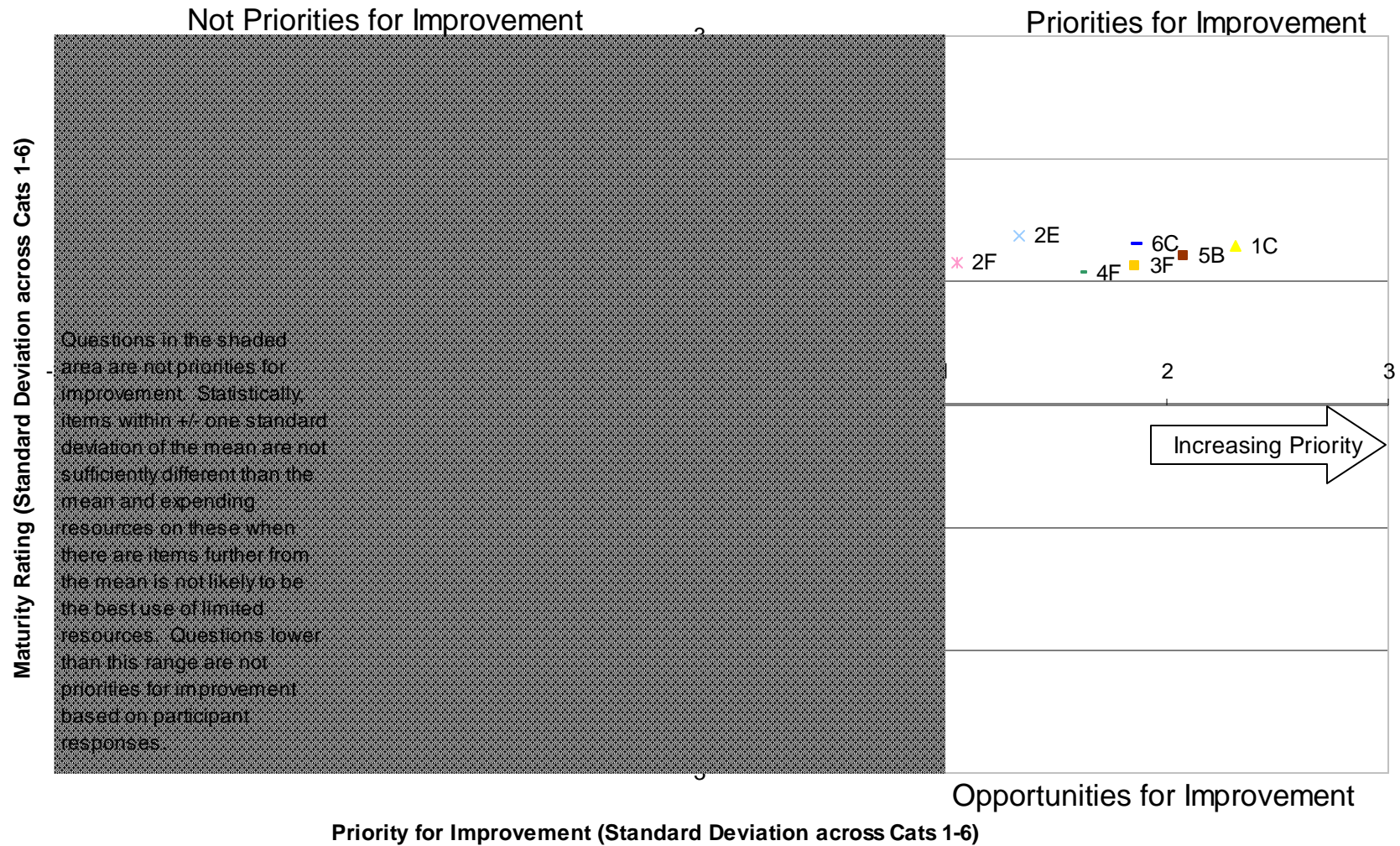
## Organization Demographics

<b>Demographic</b>	<b>Number Responded</b>	<b>Response as % of Total</b>
<b>Position</b>		
Executive/Senior Manager	7	28.0
Supervisor	8	32.0
Individual Contributor	10	40.0
<b>Total</b>	<b>25</b>	<b>100 %</b>

# Summary Results

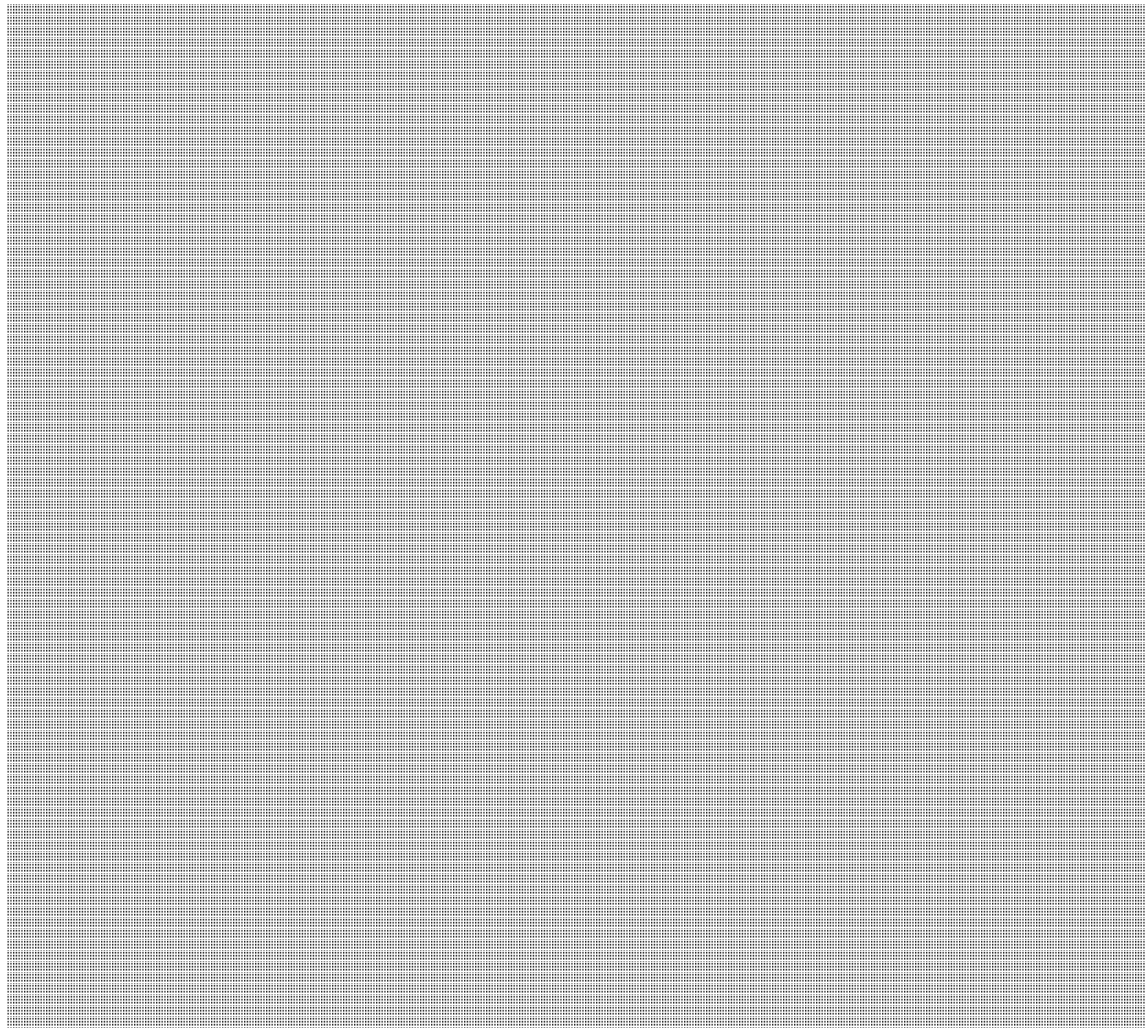
## Overall Question Level Priority Analysis

Question Maturity vs Priority for Improvement (Normalized across Categories 1-6)



# Key to Overall Question Priority Analysis Chart

## Normalized Quadrant Analysis \*\*



### *Priorities for Improvement*

**Below Average Maturity  
Above Average Priority**

- Improvement needed
- Targets for improvement efforts
- New improvement efforts likely to find support
- Potential for breakthrough improvements

2

*Priority for Improvement* →

- Improvement needed
- Targets for improvement efforts
- New improvement efforts likely to find support

**Above Average Maturity  
Above Average Priority**

### *Opportunities for Improvement*

\*\* See next slide or speaker notes on this slide for the narrative explanation.

## Top Priority Opportunities and Strengths

### Top 5 Opportunities for Improvement

---

- 1C Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
- 5B Workforce Enrichment: Performance Management System to Support High Performance Work and Workforce Engagement [Baldrige ref: 5.1a(3)]
- 6C Emergency Readiness: Preparing the Work System and the Workplace for Emergencies and Disasters [Baldrige ref: 6.1c]
- 3F Analysis and Use of Customer Data: Determining Customer Groups and Segments [Baldrige ref: 3.2c(1,2&3)]
- 2E Action Plan Development and Deployment: Aligning Work, Tracking Progress, and Making Changes to Action Plans Quickly [Baldrige ref: 2.2a(1,4&6)]

### Top 5 Strengths

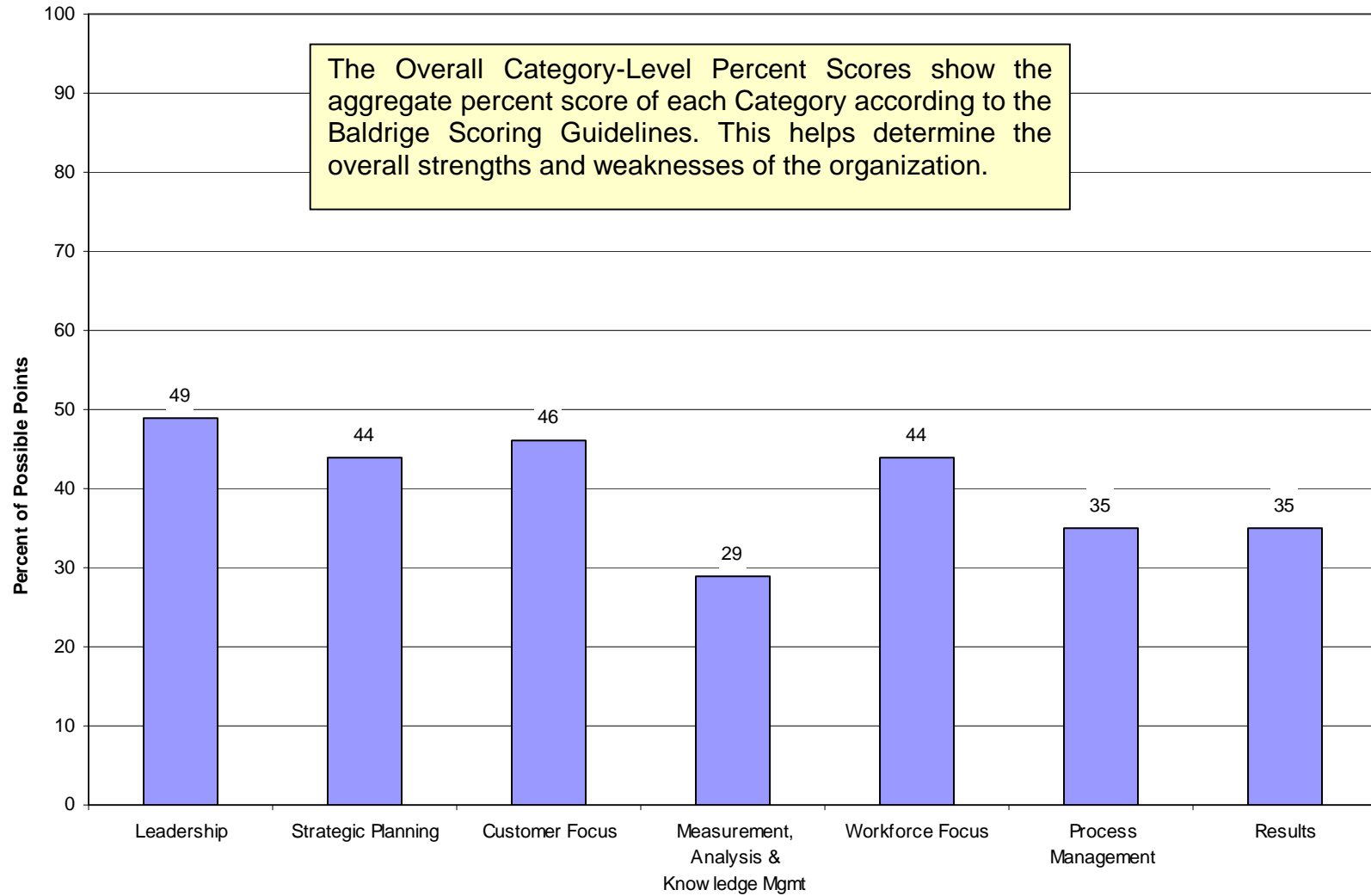
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- 4A Performance Measurement: Selecting Measures and Collecting Data to Track Daily Operations and Overall Organizational Performance [Baldrige ref: 4.1a(1&3)]
- 6A Work System Design: Designing Work Systems to Deliver Customer Value [Baldrige ref: 6.1a (1&2)]
- 3A Product Offerings and Customer Support: Identify and Innovate Product Offerings to meet the Requirements of Customers [Baldrige ref: 3.1a(1,2&3)]
- 2A Strategy Development Process: Developing Strategic Plans [Baldrige ref: 2.1a(1&2)]
- 5E Workforce Capability and Capacity: Identify Needed Skills, Competencies, and Staffing Levels, and Build A Workforce to Accomplish the Organization's Work [Baldrige ref: 5.2a(1,2,3&4)]

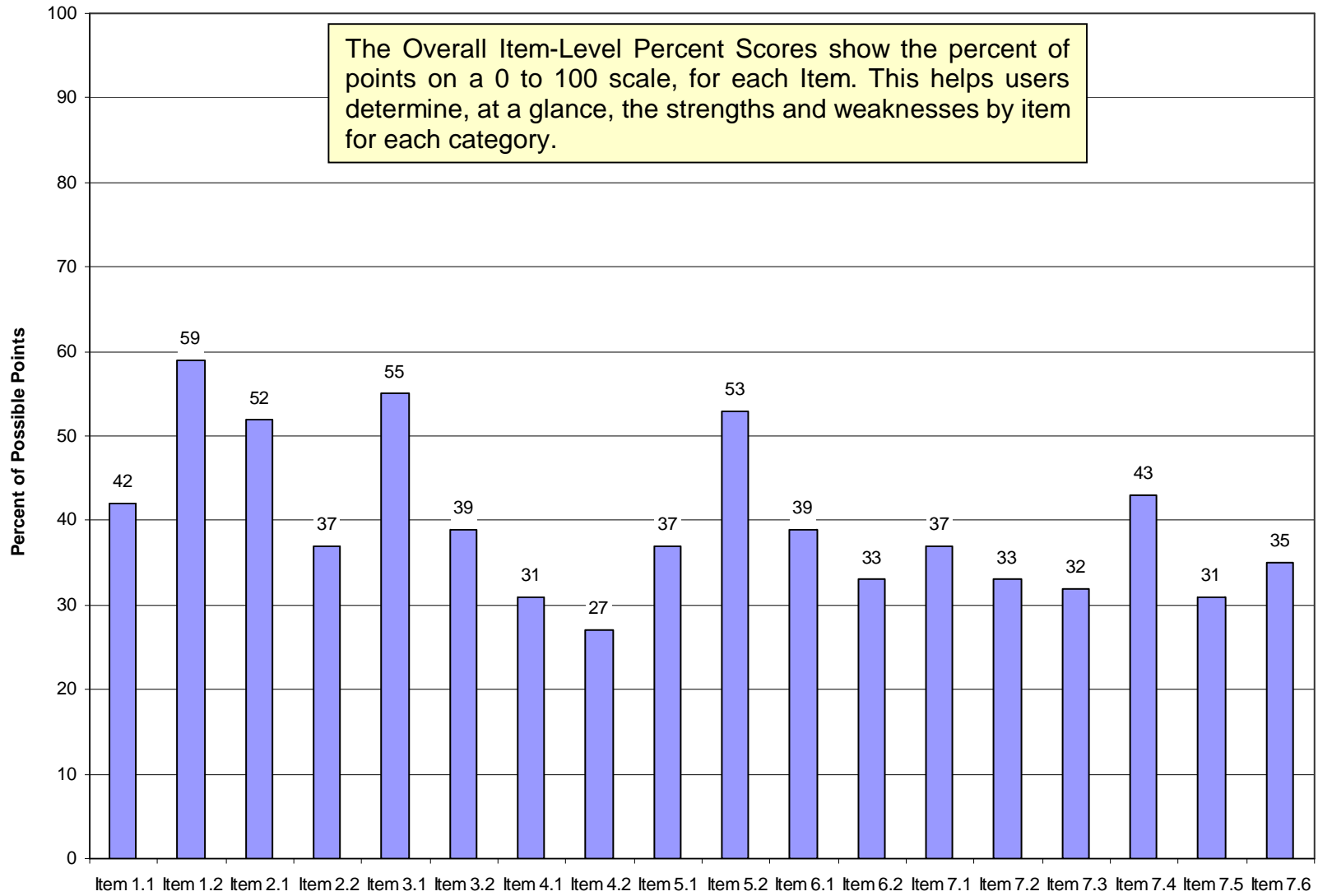
## Overall Category-Level Totals

Categories	Total Points	Points Scored	% of Total Pts.
1. Leadership	120	59	49
2. Strategic Planning	85	37	44
3. Customer Focus	85	39	46
4. Measurement, Analysis & Knowledge Mgmt	90	26	29
5. Workforce Focus	85	38	44
6. Process Management	85	30	35
7. Results	450	158	35
<b>Totals</b>	1000	387	39%

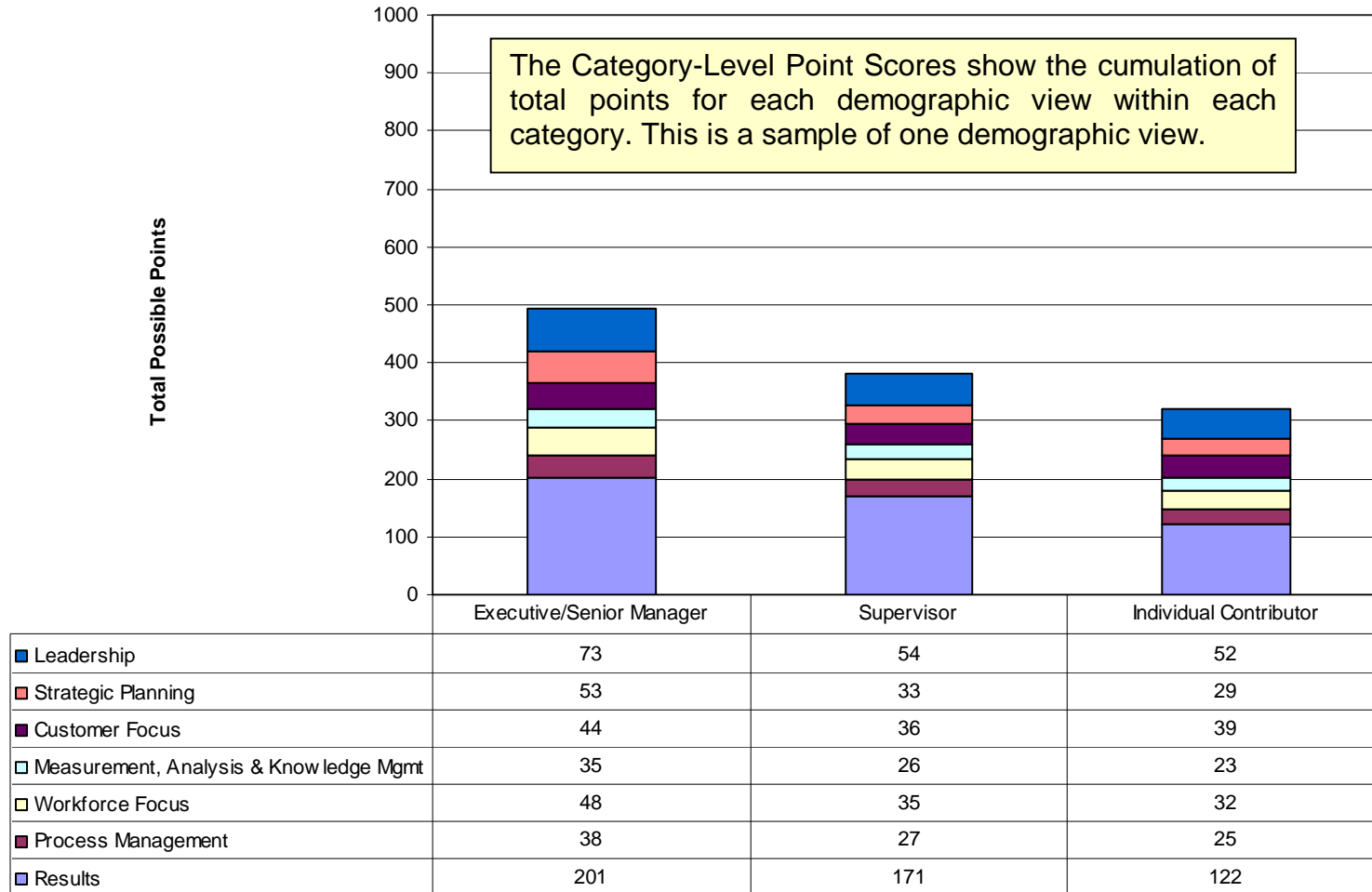
## Overall Category Level Percent Scores



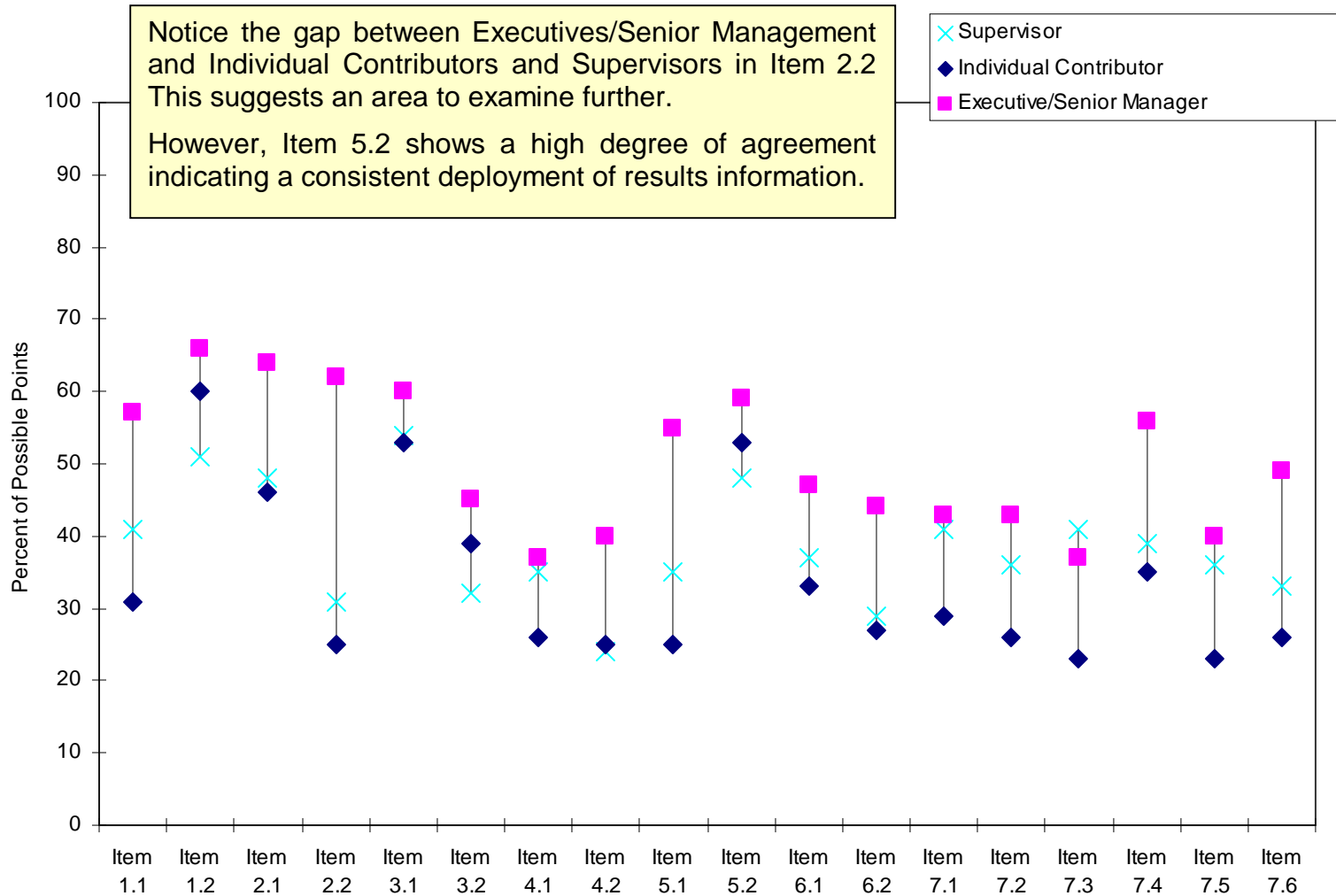
## Overall Item Level Percent Scores



## Category Level Point Scores - Position



### Item Level Point Scores - Position

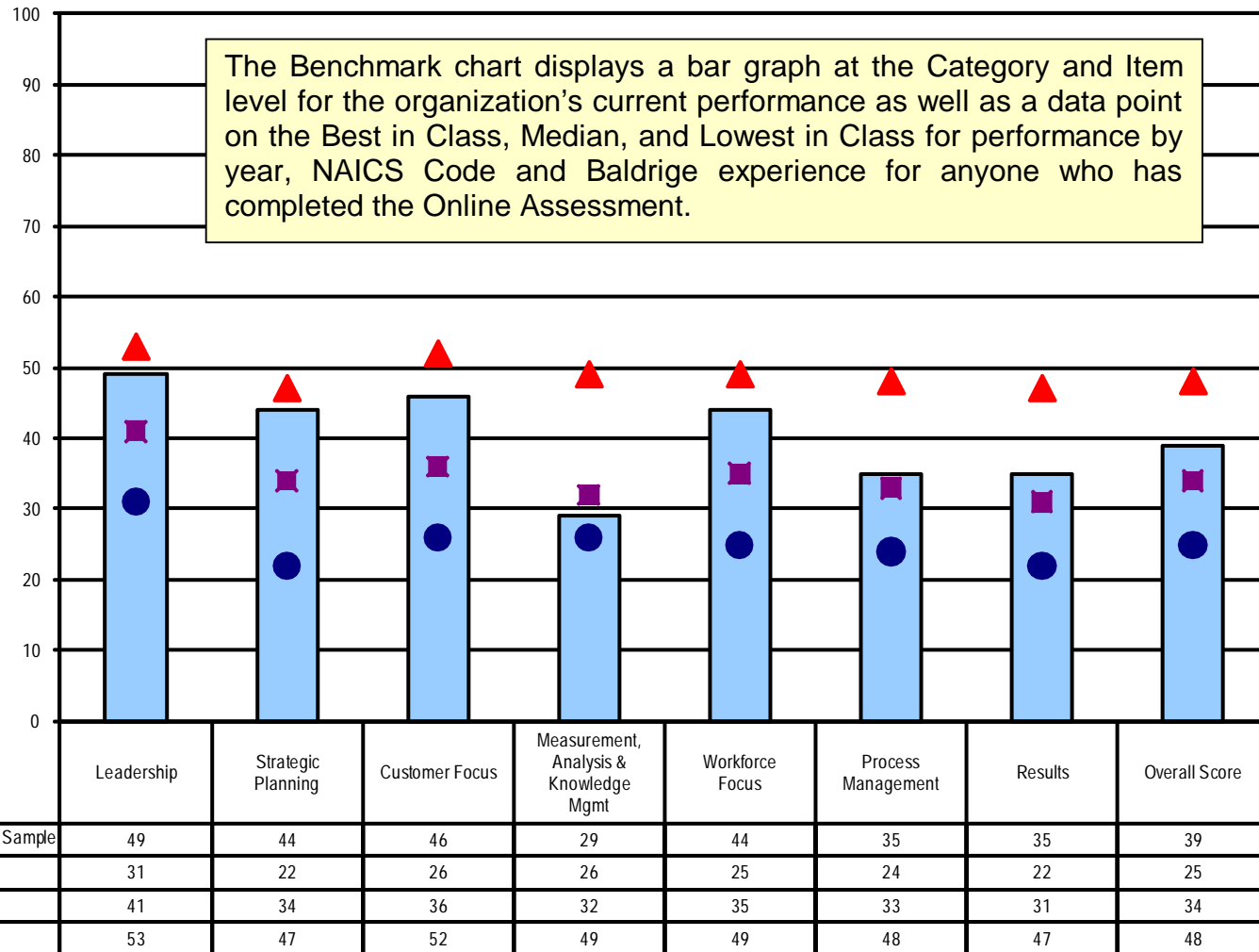


This chart shows the ratings by demographic attribute, in this case, Position. On a previous graph, Item 2.2, Leadership System, reflected a rating of 37%. However, according to the breakout above, Executives/Sr. Mgmt. believe the processes are much stronger (65 percent) than Individual Contributors (24 percent) and Supervisors (30 percent). This typically indicates incomplete systems development or poor deployment of existing systems and processes required by the Item.

# Benchmark Reports

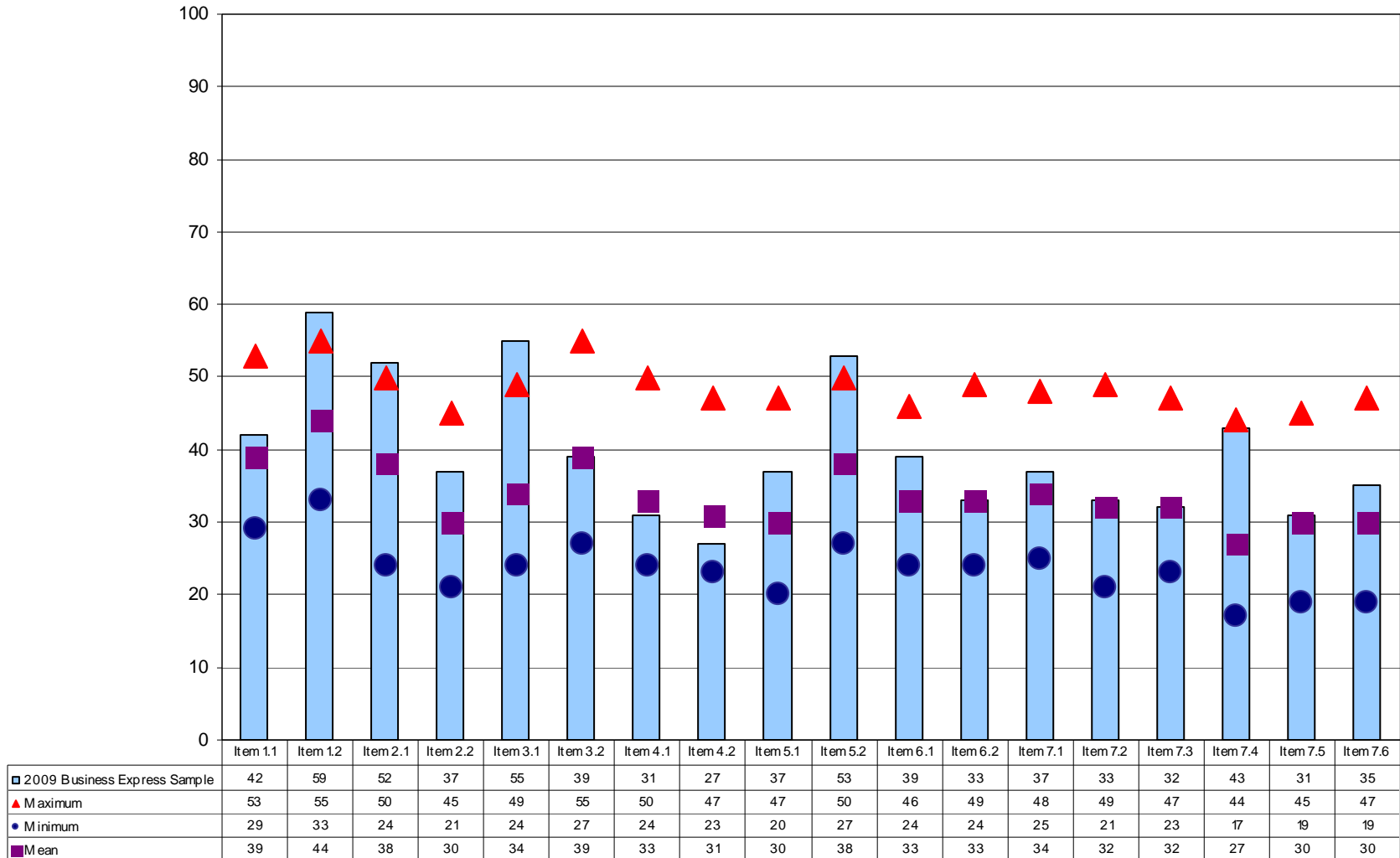
## Category Level Benchmark with National Organizations - NAICS Code 92

\*NAICS Code 92 Benchmark with 15 organizations who have completed a *Performance Snapshot* (Express) in 2007-2009.



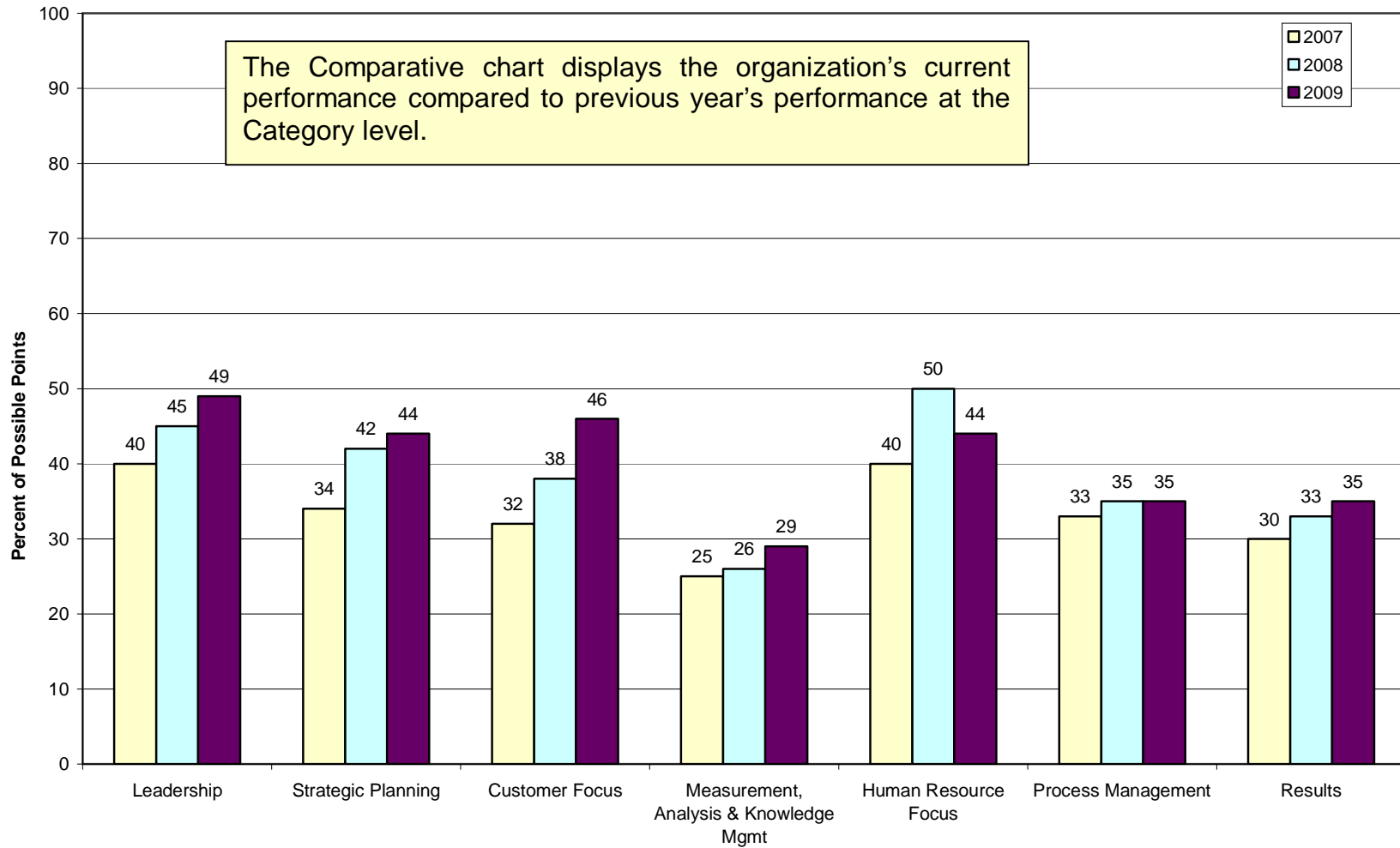
## Item Level Benchmark with National Organizations - NAICS Code 92

\*NAICS Code 92 Benchmark with 15 organizations who have completed *Performance Snapshot* (Express) in 2007-2009.



# Category Level Comparative for 2007, 2008, & 2009

\*Year-to-year comparison with the same organization.



# Category 1 - Leadership

The Overall Score by Question and Current-State Descriptors show the overall percentage of points for a theme within each category. Refer to the Scoring Guidelines in Appendix B to see the process percentage scoring. The 'Current' text describes the behavioral anchor of where the organization is now. Next Level text describes steps the organization could take to improve. Role Model text describes the maturity of high performing organizations.

## Overall Question Scores and Current-State Descriptors

%	Question	Description
%	1A	<b>Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]</b>
45	<b>Current</b>	Mature - Many senior leaders' actions effectively guide and direct the organization. They focus many workers on operational and improvement priorities. The personal actions of senior leaders usually follow organizational values and vision. Senior leaders sometimes ask for and get feedback to see if their guidance and direction are understood in many parts of the organization. Senior leaders may have made improvements or changes to how they guide the organization as a result of the feedback.
	<b>Next Level</b>	Advanced - Most senior leaders provide clear direction throughout the organization. Most senior leaders pass on the vision, values and organizational direction to most workers and key suppliers. Senior leaders lead by example; their personal actions usually follow organizational values. Leaders regularly ask for and get feedback from workers in most parts of the organization to see if they understand the vision, values, and direction of the organization. Leaders sometimes make improvements or changes to how they guide the organization as a result of the feedback.
	<b>Role Model</b>	Nearly all senior leaders provide clear direction throughout the organization. Nearly all senior leaders pass on the vision, values, and direction to nearly all workers at all levels of the organization and to appropriate suppliers, partners, and customers. Senior leaders lead by example and nearly always follow the organization's values. Leaders regularly ask for and get feedback from workers at all levels to see if they understand the vision, values, and direction of the organization. Leaders consistently make improvements or changes to how they guide the organization as a result of the feedback. Leaders have developed creative (innovative) approaches in these areas, (i.e., creative ways to pass on the vision/values). They make sure these best practices are shared across the organization.

%	Question	Description
%	<b>1B</b>	<b>Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]</b>
<b>40</b>	<b>Current</b>	Basically Effective - We receive clear guidance from some senior leaders on the importance of everyone following laws, regulations, and ethical practices. Senior leaders are starting to check the effectiveness of these efforts, but do not use the data to improve.
	<b>Next Level</b>	Mature - We receive clear guidance from many senior leaders on the importance of everyone following laws, regulations, and ethical practices. Senior leaders sometimes check the effectiveness of these efforts and may make changes to prevent more ethical problems.
	<b>Role Model</b>	Nearly all senior leaders provide clear direction throughout the organization of the importance of following laws, regulations, and ethical practices, so that nearly all workers follow nearly all legal and ethical codes of conduct in place within the organization. Nearly all senior leaders work to prevent bad conduct, rather than wait for problems to occur. Leaders regularly check compliance and make ongoing improvements to achieve better compliance. Nearly all leaders have developed creative (innovative) approaches to ensure workers follow legal and ethical codes of conduct. Leaders regularly share these ideas and best practices across the organization.
%	<b>1C</b>	<b>Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]</b>
<b>39</b>	<b>Current</b>	Basically Effective - Some senior leaders provide effective guidance regarding the need to sustain success, but it is understood only by some top level workers. Senior leaders are starting to check the effectiveness of these efforts but do not use the data to improve.
	<b>Next Level</b>	Mature - Many senior leaders have effective processes in place to sustain organizational success in many areas. The work to sustain the organization is in line with strategic objectives and action plans. Senior leaders sometimes check to see if their efforts in these areas are effective. As a result, senior leaders may have made some changes.
	<b>Role Model</b>	Nearly all senior leaders have put in place effective processes to sustain organizational success. They have created an environment of performance improvement, innovation (creativity), and organizational learning to achieve mission and strategic objectives, and prepare for future challenges. Within their areas of responsibility, nearly all leaders have improved their ability to implement rapid change by reducing “red tape” and encouraging workers to take action and make work-related decisions. Nearly all senior leaders help to develop future leaders and enhance their personal leadership skills. As a result, leaders make ongoing meaningful improvements or changes in these areas. Nearly all senior leaders have developed creative (innovative) approaches in these areas and share best practices across the organization.

## Question Level Scores - Leadership

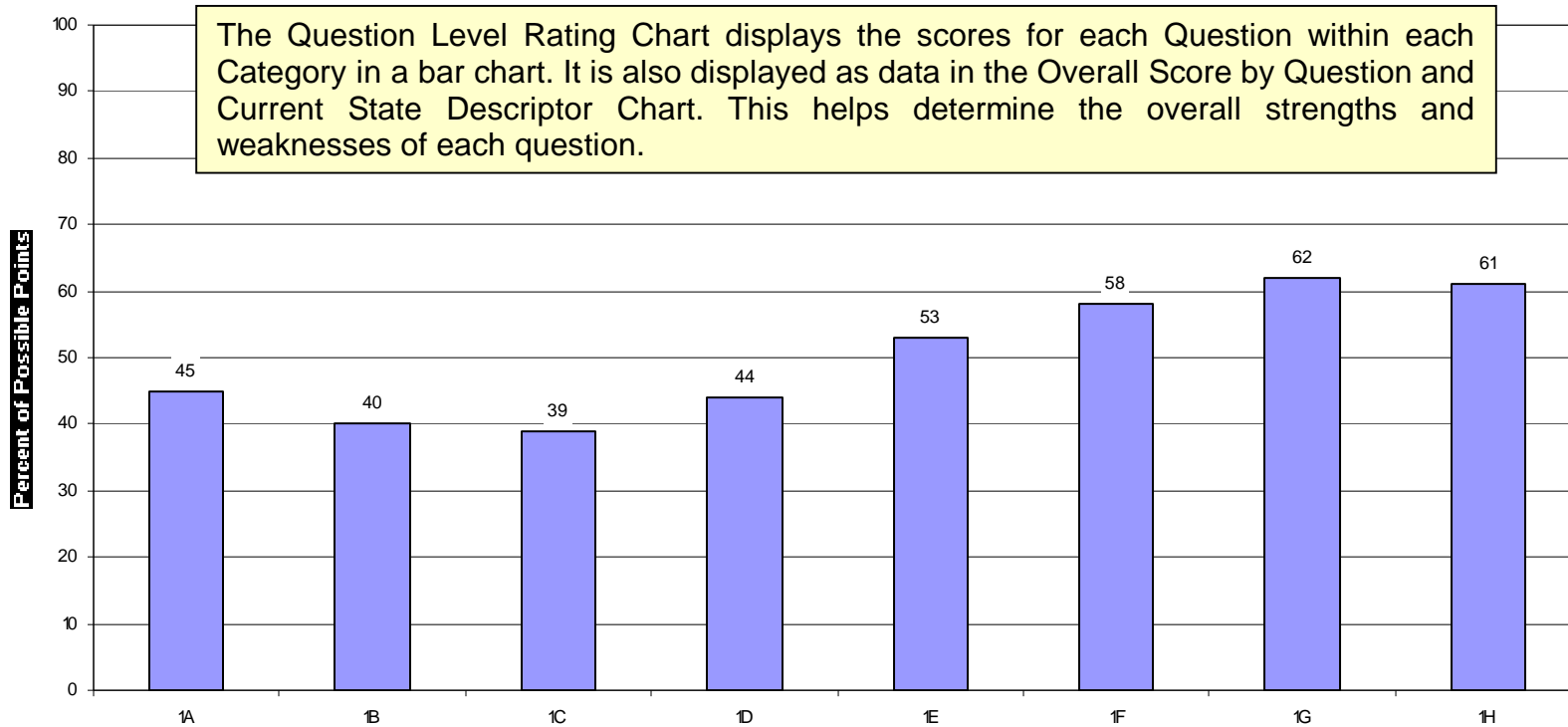
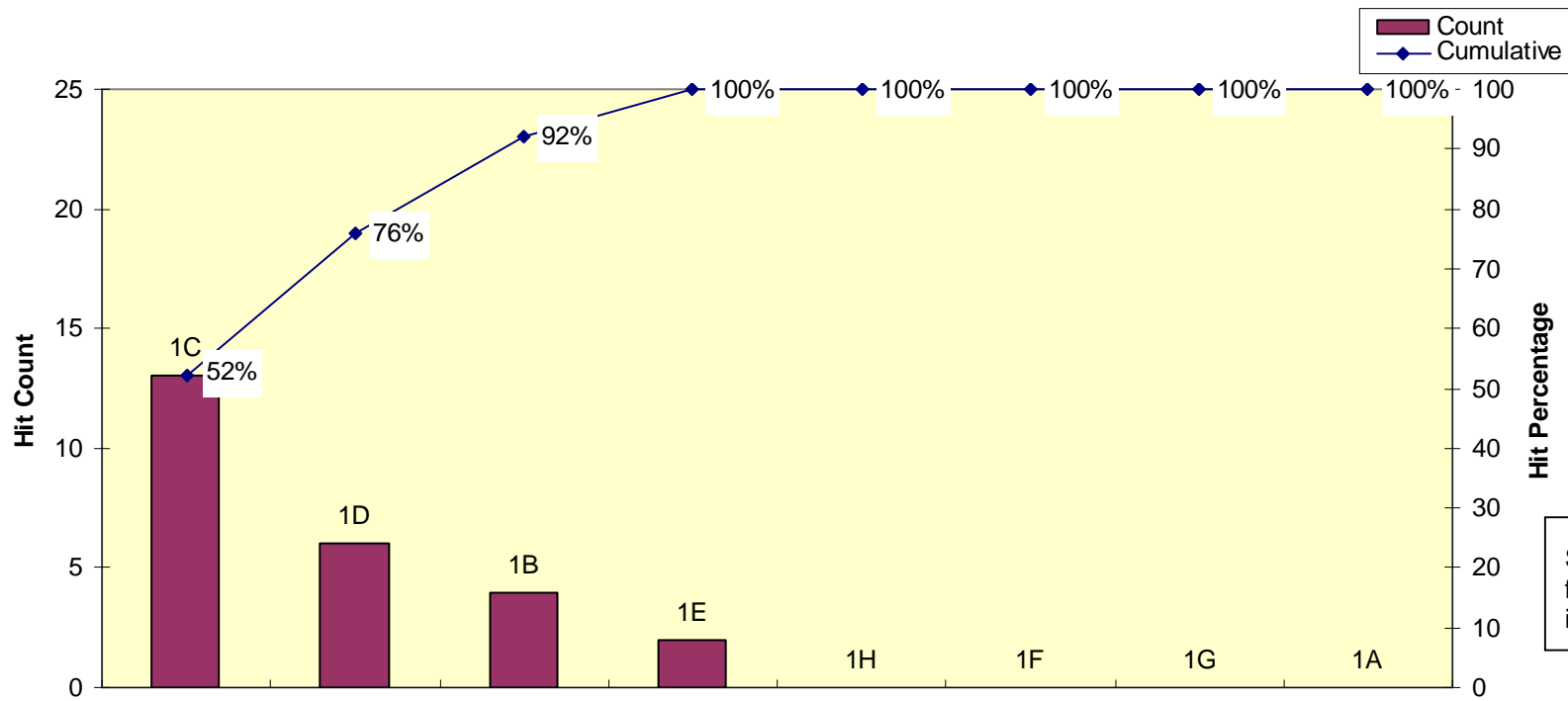


Chart Legend Key	
<b>1A</b>	Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
<b>1B</b>	Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
<b>1C</b>	Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
<b>1D</b>	Communication and Organizational Performance: Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
<b>1E</b>	Organizational Governance: Review and Achieve Management Accountability, Protect Stakeholder Interests, and Improve Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
<b>1F</b>	Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
<b>1G</b>	Legal and Ethical Behavior: Promoting and Ensuring Ethical Behavior [Baldrige ref: 1.2b(2)]
<b>1H</b>	Societal Responsibilities and Support of Key Communities: Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

### Category 1 - Leadership - Areas Most Needing Improvement - Pareto Chart



See page 23 for Pareto information.

Chart Legend Key	
<b>1A</b>	Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
<b>1B</b>	Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
<b>1C</b>	Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
<b>1D</b>	Communication and Organizational Performance: Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
<b>1E</b>	Organizational Governance: Review and Achieve Management Accountability, Protect Stakeholder Interests, and Improve Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
<b>1F</b>	Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
<b>1G</b>	Legal and Ethical Behavior: Promoting and Ensuring Ethical Behavior [Baldrige ref: 1.2b(2)]
<b>1H</b>	Societal Responsibilities and Support of Key Communities: Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

### Category 1 - Leadership - Priority Improvement Counts and Percentages - Position

This chart shows priority improvement selections according to the various Demographic attributes and values. Look at “C” and you will see that Individual Contributors identified the need to improve this area by a greater margin than did the Executives/Senior Managers and Supervisors. This tends to indicate a deployment gap.

	Count								Total	Percentage							
	1C	1D	1B	1E	1A	1F	1G	1H		1C	1D	1B	1E	1A	1F	1G	1H
Executive/Senior Manager	3	0	3	1	0	0	0	0	7	43	0	43	14	0	0	0	0
Supervisor	7	0	0	1	0	0	0	0	8	88	0	0	13	0	0	0	0
Individual Contributor	3	6	1	0	0	0	0	0	10	30	60	10	0	0	0	0	0
All	13	6	4	2	0	0	0	0	25	52	24	16	8	0	0	0	0

Chart Legend Key	
<b>1A</b>	Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
<b>1B</b>	Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
<b>1C</b>	Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
<b>1D</b>	Communication and Organizational Performance: Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
<b>1E</b>	Organizational Governance: Review and Achieve Management Accountability, Protect Stakeholder Interests, and Improve Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
<b>1F</b>	Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
<b>1G</b>	Legal and Ethical Behavior: Promoting and Ensuring Ethical Behavior [Baldrige ref: 1.2b(2)]
<b>1H</b>	Societal Responsibilities and Support of Key Communities: Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

## Question-Level Comments by Position

This chart shows priority improvement selections according to the various Demographic attributes and values. Look at "C" and you will see that Individual Contributors identified the need to improve this area by a greater margin than did the Executives/Senior Managers and Supervisors. This tends to indicate a deployment gap.

### 1A Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]

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**What guidance have senior leaders put in place within your organization? How have they done this? Provide examples on how the personal actions of top leaders reflect or do not reflect the organization's vision and values? What creative ideas have senior leaders used to ensure guidance is passed on and understood by workers throughout the organization? What best practices have been shared throughout the organization?**

#### ***Executive/Senior Manager***

**Process Comment:** Through meetings, training, setting priorities, annual reports, budget presentations

**Process Comment:** Strategic plan, mission and vision are all established and published. Some division managers do a good job of pushing it to the next level down.

#### ***Individual Contributor***

**Process Comment:** The senior leaders of the department, while they SET the vision and values, are not very effective at deployment. Information is not shared as to how leaders have arrived at what they define as the values of the organization. Within our division, the vision and values of the leader are clear to staff and staff has been provided an opportunity to have input based on their interpretation of what the "vision" should be.....

**Process Comment:** and values are communicated through quarterly reports, memos, and occasionally meeting minutes.

**Action Steps to Improve:** More meetings with staff to personally communicate the vision and to get ideas from everyone how to further implement.

#### ***Supervisor***

**Process Comment:** The vision and mission of the Department is clearly understood and communicated.

**Process Comment:** I believe the senior leadership does a very good job of conveying the vision & mission of the organization and sending that message to employees throughout the organization.

## **1B Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]**

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**Describe how your top leaders encourage you to follow laws, regulations, and ethical behavior across the organization. What creative ideas or processes do leaders use to promote lawful and ethical conduct? What best practices in this area have been shared throughout the organization?**

### ***Executive/Senior Manager***

**Process Comment:** For the most part this organization is proactive in ensuring a healthy environment is in place. They promote this in training sessions, leadership, communication as mentors and role models. Performance competencies such as Leadership, Management and Communications all cover this area. These evaluations are conducted on every employee at least once a year, which in turn provides them feedback on their performance in this area.

**Process Comment:** Legal behavior is clearly promoted and expected, as well as measured. Ethical behavior is not as readily rewarded or noticed. Good people make good organizations and at times some people once defined as "good" get by with less than honorable behavior.

**Action Steps to Improve:** Remain objective even when a professional and personal relationship exists with an individual. Hold all accountable to the same standards and set them high.

### ***Individual Contributor***

**Process Comment:** Within our division, staff are routinely required to review SOP's regarding code of ethics and standards of conduct. Response to unethical behavior is swift and provides staff with alternative responses to possible future situations. Key performance measure would be tracking numbers of complaints/disciplinary actions/training opportunities in relevant areas. These actions are done throughout our division, but not as effectively throughout the department.

**Process Comment:** All new employees are required to sign the Code of Ethics during their orientation process. These ethical codes are reviewed on an annual basis and all employees are expected to review and sign off.

**Process Comment:** Managers constantly emphasize the importance of customers with the real measure success is financial performance and meeting production quotas. When we are ordered to ship bad products, are supervisors are really telling us that customers are not that important.

**Process Comment:** Most managers and supervisors too concerned with internal issues.

**Process Comment:** Within the product release process, signed off is provided by various levels of management, if a particular load is refused sign-off, it is just escalated to a level of management that will sign off on the release (business decision). It senior management was committed to value for customer this wouldn't happen.

# Appendix A - Assessment Themes and Values

The point values of the scoring system are linked directly to the points and scoring system of the Malcolm Baldrige Criteria for Performance Excellence. Each item and the questions included in the items are also derived from the Baldrige Criteria.

## Categories, Items, and Point Values

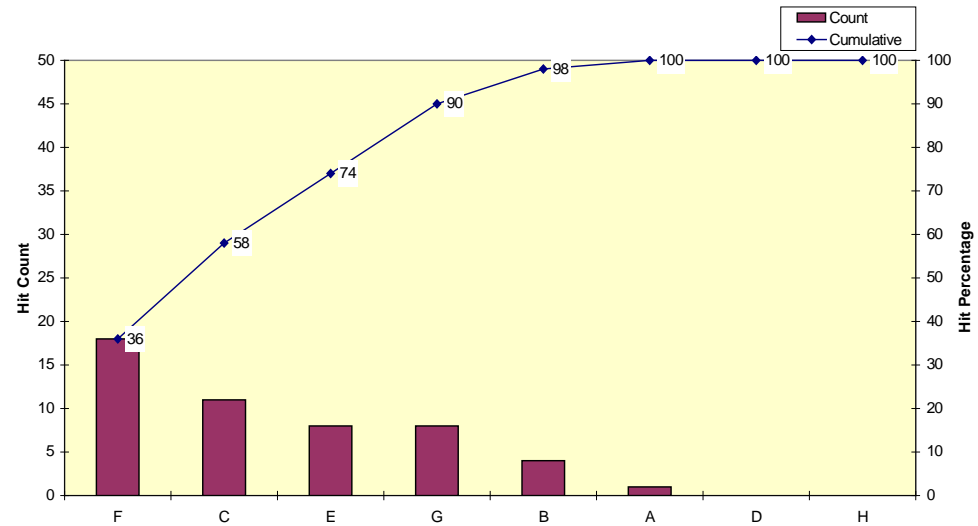
<b>1.0 Leadership</b>	<b>120</b>
<hr/>	
1.1 Senior Leadership	70
1A Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]	
1B Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]	
1C Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]	
1D Communication and Organizational Performance: Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]	
1.2 Governance and Societal Responsibility	50
1E Organizational Governance: Review and Achieve Management Accountability, Protect Stakeholder Interests, and Improve Leader Effectiveness [Baldrige ref: 1.2a(1&2)]	
1F Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]	
1G Legal and Ethical Behavior: Promoting and Ensuring Ethical Behavior [Baldrige ref: 1.2b(2)]	
1H Societal Responsibilities and Support of Key Communities: Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]	

# Appendix B – How to Interpret Pareto Charts

Staff members in your organization have been asked to select one area in each of the seven categories for performance excellence, which they feel, is in most need of improvement. The concept of a Pareto chart is to show that the areas in need of improvement are usually a vital few, allowing leaders to concentrate their focus on specific improvement efforts.

Each chart will display the letters that correspond to the question rows for each of the seven categories along the x-axis. Along the y-axis both Count and Percentages are charted. The count of staff votes (Hits) for each area they believe is most in need of improvement is represented as bars on the graph. The chart is arranged with the largest hit count on the left of the graph, indicating the area selected by staff which they overall feel is most in need of improvement. The line charted above the bars represents the cumulative percentages of each bar, from left to right.

For example, in Figure 1, the letters F, C, and E represent an opportunity to solve 74% of key issues in 38% of the areas (3 of 8) for the category (Leadership). In this example, the letters D and H did not receive any votes since these areas were not selected by staff as areas most in need of improvement.



Letter Key for Category 1 - Leadership - Areas Most Needing Improvement	
<b>1A</b>	Vision and Values: Set and Deploy Vision and Values
<b>1B</b>	Vision and Values: Promoting a Climate for Legal and Ethical Behavior
<b>1C</b>	Vision and Values: Sustaining the Organization Through Innovation, Learning, Developing Future Leaders, and Organizational Agility
<b>1D</b>	Communication and Organizational Performance: Empowerment, Motivation, Taking Action to Improve Performance, and Creating Customer Value
<b>1E</b>	Organizational Governance: Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness
<b>1F</b>	Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns
<b>1G</b>	Legal and Ethical Behavior: Ensuring Ethical Behavior
<b>1H</b>	Support of Key Communities: Providing Community Support

Figure 1

# Acknowledgments

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*Baldrige National Quality Program.* The organizational assessment instrument/survey is based on the 2009 Malcolm Baldrige National Quality Award Criteria for Performance Excellence. The author wishes to recognize the hard work and dedication of the entire Award Office staff led by Dr. Harry Hertz. Their efforts are making a significant difference in the quality of life and business competitiveness in the United States. For more information about other services, call Baldrige National Quality Program at (301) 948-3716; E-mail: [nqp@nist.gov](mailto:nqp@nist.gov)

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