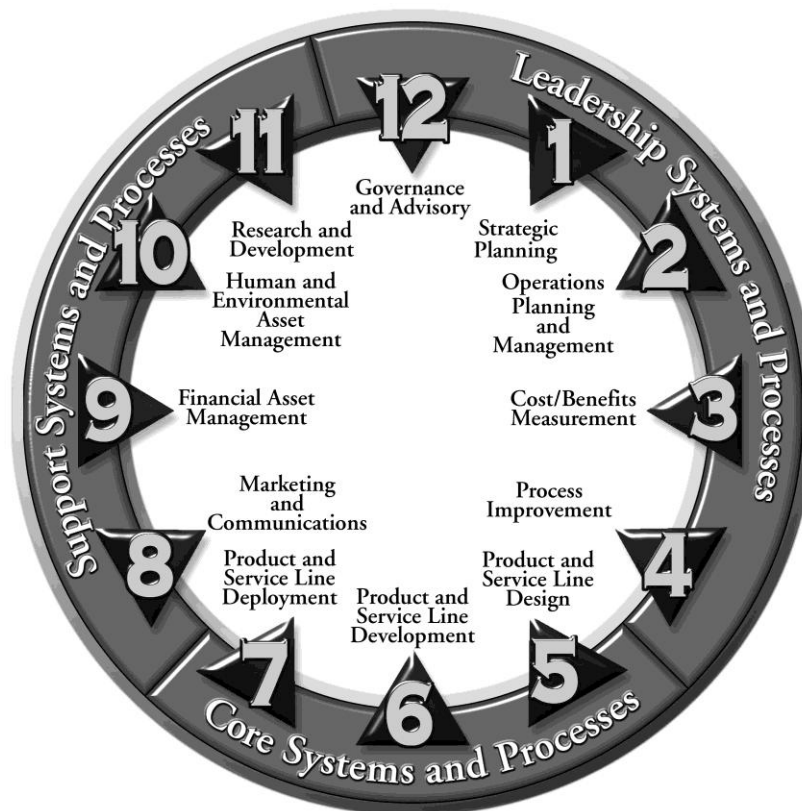


## Chapter 5: Preliminary Self-assessment of Your T&D System

This chapter is the final effort in the introduction and overview of the T&D *Systems View*. This preliminary assessment is a “quick and dirty” pass, to be done again more fully and deliberately in Chapter 30 with an extended definition and assessment criteria. The intent here is for you to quickly familiarize yourself with the names and basic assessments for each of the 47 processes, and to also rename them now to better match your titles/names/labels for your ease of use later.





## Conduct a Quick Self-assessment

In order to get a better feel for the T&D *Systems View* model and determine what, if any, utility it might have for you in the future, please do this quick self-assessment of your own T&D system.

The following T&D System Assessment Tool is a guide that can be used to quickly self-assess your T&D system. You will most likely have to customize it with different labels, if you wish to use the names of the systems and processes as they are referred to at your enterprise. Start the renaming now, but leave our label on it as well, or you might begin to disconnect from our overall model. Do your final relabeling in Chapter 30.

There is another, more detailed copy of this tool with additional descriptions and criteria in Chapter 30 for you to use later. Use this one here to merely get an initial feel for our model by marking it up and relabeling it with your enterprise's specific terms and labels.

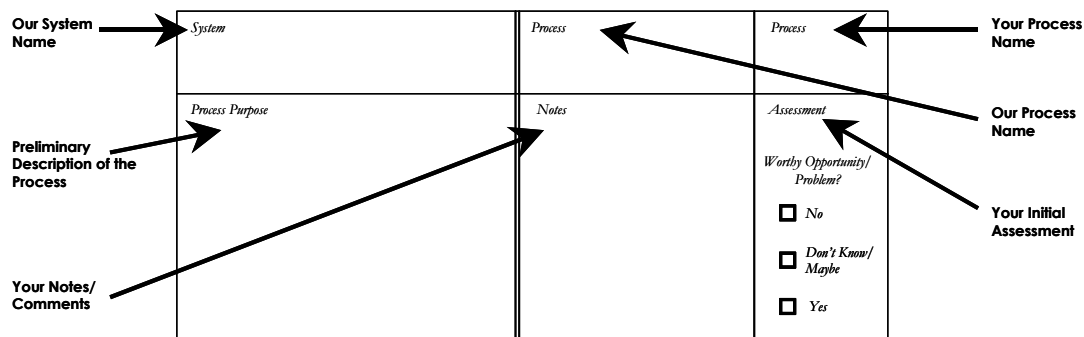


Figure 5.1 Description of Self-assessment Tool Fields

## 12 O'clock: T&D Governance and Advisory System

<p><i>System</i> 12 O'clock T&amp;D Governance and Advisory System</p>	<p><i>Process</i> 12.1 T&amp;D Governance Process</p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Governance Process organizes the executives of the enterprise for the purpose of directing both the overall T&amp;D system and the specific efforts to expend the limited resources allocated to T&amp;D, toward only the high-priority/high-payback needs.</p> <p>This governance process tells you what you will do and when.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>
<p><i>System</i> 12 O'clock T&amp;D Governance and Advisory System</p>	<p><i>Process</i> 12.2 T&amp;D Advisory Process</p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Advisory Process is a set of advisory committees/councils that identify and communicate to the board of governors the parochial, high-payback, potential targets. They then oversee and conduct the approved, targeted T&amp;D project efforts for their area of concern. The advisory committees/councils are immediately below the decision-making body of the board of governors of the T&amp;D Governance Process.</p> <p>This advisory process makes recommendations to the governance body.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 1 O'clock: T&D Strategic Planning System

<p><i>System</i> 1 O'clock T&amp;D Strategic Planning System</p>	<p><i>Process</i> 1.1 Enterprise Strategic Plans Surveillance Process</p>	<p><i>Process</i></p>
<p><i>Process Purpose</i> The Enterprise Strategic Plans Surveillance Process ensures that the T&amp;D system, including the T&amp;D leadership and their T&amp;D Governance and Advisory System, is acutely aware of all of the strategic business drivers of the various components of the enterprise and takes those into account when generating T&amp;D's own strategic and operational plans and activities.  This process identifies your customer's strategic issues and needs.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i>  <i>Worthy Opportunity/ Problem</i>  <input type="radio"/> No  <input type="radio"/> Don't Know/ Maybe  <input type="radio"/> Yes</p>

<p><i>System</i> 1 O'clock T&amp;D Strategic Planning System</p>	<p><i>Process</i> 1.2 T&amp;D Strategic Planning Process</p>	<p><i>Process</i></p>
<p><i>Process Purpose</i> The T&amp;D Strategic Planning Process ensures that the T&amp;D system's own strategic plans are in alignment with, and are supportive of, the key needs of the enterprise.  This process aligns your strategies with your customer's critical needs.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i>  <i>Worthy Opportunity/ Problem</i>  <input type="radio"/> No  <input type="radio"/> Don't Know/ Maybe  <input type="radio"/> Yes</p>

## 2 O'clock: T&D Operations Planning and Management System

<p><i>System</i> 2 O'clock</p> <p><b>T&amp;D Operations Planning and Management System</b></p>	<p><i>Process</i> 2.1</p> <p><b>Annual Operations Planning and Budgeting Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The Annual Operations Planning and Budgeting Process plans for and allocates the resources that the enterprise has partitioned to the T&amp;D system and to all of the various T&amp;D organizations and processes, in a manner consistent with the strategic needs of both the enterprise and the T&amp;D system itself.</p> <p>This process plans your year and updates your annual plan as needed.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p>Worthy Opportunity/ Problem</p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i> 2 O'clock</p> <p><b>T&amp;D Operations Planning and Management System</b></p>	<p><i>Process</i> 2.2</p> <p><b>Quarterly Operations Planning and Budgeting Updates Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The Quarterly Operations Planning and Budgeting Updates Process systematically re-examines and reallocates the T&amp;D resources, consistent with the ever-changing strategic and tactical needs of both the enterprise and the T&amp;D system itself.</p> <p>This process plans the quarter and links to the annual process.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p>Worthy Opportunity/ Problem</p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 2 O'clock: T&D Operations Planning and Management System, *continued*

<i>System</i> 2 O'clock <b>T&amp;D Operations Planning and Management System</b>	<i>Process</i> 2.3 <b>Forecasting and Accounting Process</b>	<i>Process</i>
<p><i>Process Purpose</i></p> <p><b>The Forecasting and Accounting Process tracks all of the T&amp;D expenditures and the contractual/planned commitments to ensure that the price tags for all of the current and planned efforts are known before all of the invoices arrive.</b></p> <p><b>This process forecasts your finances and reports your actuals in sync with the enterprise system.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> Yes</p>

### 3 O'clock: T&D Cost/Benefits Measurement System

<p><i>System</i>    <b>3 O'clock</b></p> <p><b>T&amp;D Cost/Benefits Measurement System</b></p>	<p><i>Process</i>    <b>3.1</b></p> <p><b>Cost/Benefits Measurement System Design and Deployment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The Cost/Benefits Measurement System Design and Deployment Process creates, deploys, and maintains the measurement system and mechanism(s) for all of T&amp;D. It's T&amp;D's balanced scorecard (BSC).</b></p> <p><b>This process establishes T&amp;D's balanced scorecard metrics.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>3 O'clock</b></p> <p><b>T&amp;D Cost/Benefits Measurement System</b></p>	<p><i>Process</i>    <b>3.2</b></p> <p><b>Ongoing Cost/Benefits Measurement and Feedback Receiving Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The Ongoing Cost/Benefits Measurement and Feedback Receiving Process captures the data from the T&amp;D Cost/Benefits Measurement System, packages it, and reports it out to the appropriate parties within the enterprise.</b></p> <p><b>This process feeds the balanced scorecard with measurement data.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>



### 3 O'clock: T&D Cost/Benefits Measurement System, continued

<p><i>System</i>    <b>3 O'clock</b>  <b>T&amp;D Cost/Benefits Measurement System</b></p>	<p><i>Process</i>    <b>3.3</b>  <b>T&amp;D Project Lessons Learned Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Project Lessons Learned Process captures data unique to the internal <i>lessons learned</i> by the participants within T&amp;D processes regarding their experiences in using or being a part of the process.</b></p> <p><b>This process captures experiential lessons.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>3 O'clock</b>  <b>T&amp;D Cost/Benefits Measurement System</b></p>	<p><i>Process</i>    <b>3.4</b>  <b>Results Reporting and Archiving Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The Results Reporting and Archiving Process gathers all of the T&amp;D results data, puts the data in an intelligent and understandable form, and then reports it to stakeholders appropriate to their needs. It also archives it for future reference.</b></p> <p><b>This process reports out the data to all with a need.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 4 O'clock: T&D Process Improvement System

<p><i>System</i>    4 O'clock</p> <p><b>T&amp;D Process Improvement System</b></p>	<p><i>Process</i>    4.1</p> <p><b>T&amp;D Issues Generation and Assessment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Issues Generation and Assessment Process identifies both T&amp;D current and future issues (high-payback problems/opportunities) and brings them to the attention of the T&amp;D Governance and Advisory System.</b></p> <p><b>This process screens internal T&amp;D improvement opportunities to ensure ROI potential.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>
<p><i>System</i>    4 O'clock</p> <p><b>T&amp;D Process Improvement System</b></p>	<p><i>Process</i>    4.2</p> <p><b>T&amp;D Improvement Project Planning and Management Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Improvement Project Planning and Management Process takes the validated problems/opportunities and plans a project to address the needs and then oversees the improvement initiative efforts, much as any other major/minor improvement initiative.</b></p> <p><b>This process plans and manages internal improvement efforts.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 5 O'clock: T&D Product and Service Line Design System

<p><i>System</i>    5 O'clock</p> <p><b>T&amp;D Product and Service Line Design System</b></p>	<p><i>Process</i>    5.1</p> <p><b>T&amp;D Product and Service Line Program Management Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Product and Service Line Program Management Process oversees the effort to determine, across the enterprise, which T&amp;D priorities to address. The decisions made as to which of the highest priorities from the various units/segments of the enterprise should be addressed, and in what order, are the province of the governance and advisory group.</p> <p>This process interacts with the Governance and Advisory System and responds, perhaps planning and implementing over a multiyear period, depending on the complexity of the enterprise.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    5 O'clock</p> <p><b>T&amp;D Product and Service Line Design System</b></p>	<p><i>Process</i>    5.2</p> <p><b>T&amp;D Product Line Design Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Product Line Design Process is a macro-ISD process. It is a systematic process for conducting the project planning, performance and enabling analysis, macrodesign of T&amp;D, and prioritization of any product line gaps. It is very different from traditional ISD processes that develop only a course (or an e-learning module) as a "one-off" effort.</p> <p>This process "systems engineers," or "architects," the T&amp;D product line.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 5 O'clock: T&D Product and Service Line Design System, continued

<i>System</i> 5 O'clock T&D Product and Service Line Design System	<i>Process</i> 5.3 T&D Service Line Design Process	<i>Process</i>
<p><i>Process Purpose</i></p> <p>The T&amp;D Service Line Design Process is similar to the previous process, except that it macrodesigns the <i>nonproduct</i> T&amp;D service line. Those services might include performance improvement consultation, executive and manager coaching, job redesign, etc. (depending on the capabilities of the T&amp;D system's personnel skills and the intentions of the T&amp;D Governance and Advisory System).</p> <p>This process architects the service line.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 6 O'clock: T&D Product and Service Line Development/Acquisition System

<p><i>System</i>    <b>6 O'clock</b></p> <p><b>T&amp;D Product and Service Line Development/Acquisition System</b></p>	<p><i>Process</i>    <b>6.1</b></p> <p><b>T&amp;D Product and Service Line Development and Acquisition Program Management Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Product and Service Line Development and Acquisition Program Management Process, much as the first process within 5 o'clock, is intended to deliberately control the multiple efforts for development and acquisition for putting high-priority, high-payback T&amp;D products and services in place.</p> <p>This process creates the T&amp;D product line for an overall program (multiproject).</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>6 O'clock</b></p> <p><b>T&amp;D Product and Service Line Development/Acquisition System</b></p>	<p><i>Process</i>    <b>6.2</b></p> <p><b>T&amp;D Custom Development Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Custom Development Process is a formal ISD process to develop performance-based T&amp;D or, minimally, performance-relevant awareness, knowledge, and skills. This process can be done via insourcing, outsourcing, or a combination of the two.</p> <p>This process creates the T&amp;D.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 6 O'clock: T&D Product and Service Line Development/Acquisition System, continued

<i>System</i> 6 O'clock <b>T&amp;D Product and Service Line Development/Acquisition System</b>	<i>Process</i> 6.3 <b>T&amp;D Purchased Product Acquisition Process</b>	<i>Process</i>
<i>Process Purpose</i> <p>The T&amp;D Purchased Product Acquisition Process is a formal process to buy T&amp;D for use as is or for modification prior to use or deployment.</p> <p>This process buys existing T&amp;D for internal use.</p>	<i>Notes</i>	<i>Assessment</i>  <i>Worthy Opportunity/ Problem</i>  <input type="radio"/> No  <input type="radio"/> Don't Know/ Maybe  <input type="radio"/> Yes

<i>System</i> 6 O'clock <b>T&amp;D Product and Service Line Development/Acquisition System</b>	<i>Process</i> 6.4 <b>T&amp;D Purchased Product Modification Process</b>	<i>Process</i>
<i>Process Purpose</i> <p>The T&amp;D Purchased Product Modification Process is a formal process used to make modifications or augmentations to purchased products, depending on the legalities of making modifications to copyrighted content, per the terms and conditions of the purchase.</p> <p>This process modifies purchased T&amp;D.</p>	<i>Notes</i>	<i>Assessment</i>  <i>Worthy Opportunity/ Problem</i>  <input type="radio"/> No  <input type="radio"/> Don't Know/ Maybe  <input type="radio"/> Yes

**6 O'clock: T&D Product and Service Line Development/Acquisition System, continued**

<i>System</i> <b>6 O'clock</b> <b>T&amp;D Product and Service Line Development/Acquisition System</b>	<i>Process</i> <b>6.5</b> <b>Existing T&amp;D Maintenance Process</b>	<i>Process</i>
<p><i>Process Purpose</i></p> <p><b>The Existing T&amp;D Maintenance Process allows any existing T&amp;D product to be updated as needed. It employs sound ISD processes. It uses the original project data, as available, and revalidates that before moving forward with updates.</b></p> <p><b>This process updates T&amp;D.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> <i>No</i></p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> <i>Yes</i></p>

## 7 O'clock: T&D Product and Service Line Deployment System

<p><i>System</i> 7 O'clock</p> <p><b>T&amp;D Product and Service Line Deployment System</b></p>	<p><i>Process</i> 7.1</p> <p><b>T&amp;D Master Materials Storage and Retrieval Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Master Materials Storage and Retrieval Process stores all material masters for access by developers and delivery staff.</b></p> <p><b>This process holds all content masters for ongoing use and maintenance.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i> 7 O'clock</p> <p><b>T&amp;D Product and Service Line Deployment System</b></p>	<p><i>Process</i> 7.2</p> <p><b>T&amp;D Master Materials Change Management Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Master Materials Change Management Process is responsible for displacing the old content with the new and making sure that the old doesn't inadvertently get out along with the new content.</b></p> <p><b>This process manages the updating of content.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>



## 7 O'clock: T&D Product and Service Line Deployment System, continued

<p><i>System</i>    <b>7 O'clock</b></p> <p><b>T&amp;D Product and Service Line Deployment System</b></p>	<p><i>Process</i>    <b>7.3</b></p> <p><b>T&amp;D Scheduling Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Scheduling Process is used to develop market-demand schedules of delivery for any T&amp;D that is scheduled.</b></p> <p><b>This process schedules T&amp;D delivery for some T&amp;D products.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>7 O'clock</b></p> <p><b>T&amp;D Product and Service Line Deployment System</b></p>	<p><i>Process</i>    <b>7.4</b></p> <p><b>T&amp;D Facilitator and Coach Development and Certification Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Facilitator and Coach Development and Certification Process is used to prepare the humans in T&amp;D deployment and/or support.</b></p> <p><b>This process does train-the-trainer.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 7 O'clock: T&D Product and Service Line Deployment System, continued

<p><i>System</i> 7 O'clock</p> <p><b>T&amp;D Product and Service Line Deployment System</b></p>	<p><i>Process</i> 7.5</p> <p><b>Facilitator-led T&amp;D Deployment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The Facilitator-led T&amp;D Deployment Process controls the deployment of all instructor-led/facilitator-led T&amp;D.</b></p> <p><b>This process delivers instructor-/facilitator-led T&amp;D.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i> 7 O'clock</p> <p><b>T&amp;D Product and Service Line Deployment System</b></p>	<p><i>Process</i> 7.6</p> <p><b>Self-paced T&amp;D Deployment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p><b>The Self-paced T&amp;D Deployment Process handles the deployment of all learner-controlled (self-paced) T&amp;D.</b></p> <p><b>This process ships T&amp;D products.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/Maybe</p> <p><input type="radio"/> Yes</p>

## 7 O'clock: T&D Product and Service Line Deployment System, continued

<i>System</i> <b>7 O'clock</b> <b>T&amp;D Product and Service Line Deployment System</b>	<i>Process</i> <b>7.7</b> <b>Coached/Mentored T&amp;D Deployment Process</b>	<i>Process</i>
<p><i>Process Purpose</i></p> <p><b>The Coached/Mentored T&amp;D Deployment Process deploys all T&amp;D using coaches and mentors to support the learners.</b></p> <p><b>This process delivers coached T&amp;D.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> <i>No</i></p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> <i>Yes</i></p>

## 8 O'clock: T&D Marketing and Communications System

<p><i>System</i>    8 O'clock</p> <p><b>T&amp;D Marketing and Communications System</b></p>	<p><i>Process</i>    8.1</p> <p><b>T&amp;D Stakeholder Communications Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Stakeholder Communications Process determines exactly who the T&amp;D system's stakeholders are and what their needs for information are, and it delivers information and data to each stakeholder group via the most efficient communication channels.</p> <p>This process informs T&amp;D stakeholders and customers per their needs for information.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>
<p><i>System</i>    8 O'clock</p> <p><b>T&amp;D Marketing and Communications System</b></p>	<p><i>Process</i>    8.2</p> <p><b>Individual T&amp;D Planning Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The Individual T&amp;D Planning Process is used for the planning of individual T&amp;D, but also for compiling (rolling up), locally or enterprisewide, all of the plans in order to place a "demand forecast" on the T&amp;D deployment/delivery system.</p> <p>This process plans T&amp;D for an individual.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 8 O'clock: T&D Marketing and Communications System

<i>System</i> <b>8 O'clock</b> <b>T&amp;D Marketing and Communications System</b>	<i>Process</i> <b>8.3</b> <b>T&amp;D Ordering and Registration Process</b>	<i>Process</i>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Ordering and Registration Process is where the customers of the T&amp;D can place their orders appropriate to the type of T&amp;D products/services offered.</b></p> <p><b>This process allows customers to order T&amp;D products.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> <i>No</i></p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> <i>Yes</i></p>

## 9 O'clock: T&D Financial Asset Management System

<p><i>System</i> 9 O'clock T&amp;D Financial Asset Management System</p>	<p><i>Process</i> 9.1 Organizational T&amp;D Plans and Budget Roll-up and Adjustment Process</p>	<p><i>Process</i></p>
<p><i>Process Purpose</i> The Organizational T&amp;D Plans and Budget Roll-up and Adjustment Process is where all financial plans and actuals are accumulated for internal review and T&amp;D managerial control, including adjustments throughout the planning period as necessary to the current situation.  This process links with enterprise finance systems for budgeting.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i>  Worthy Opportunity/ Problem  <input type="radio"/> No  <input type="radio"/> Don't Know/ Maybe  <input type="radio"/> Yes</p>

<p><i>System</i> 9 O'clock T&amp;D Financial Asset Management System</p>	<p><i>Process</i> 9.2 T&amp;D Physical Property Management Process</p>	<p><i>Process</i></p>
<p><i>Process Purpose</i> The T&amp;D Physical Property Management Process accounts for physical property assets as driven by the enterprise's policies and procedures, as well as federal, state, and local laws, regulations, and codes.  This process controls the inventory of assets provided to T&amp;D.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i>  Worthy Opportunity/ Problem  <input type="radio"/> No  <input type="radio"/> Don't Know/ Maybe  <input type="radio"/> Yes</p>

## 10 O'clock: T&D Human and Environmental Asset Management System

<p><i>System</i>    <b>10 O'clock</b>  <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.1</b>  <b>T&amp;D Staff Recruiting and Selection/Succession Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i>  <b>The T&amp;D Staff Recruiting and Selection/Succession Process seeks applicants and screens candidates for defined jobs/positions.</b>   <b>This process recruits T&amp;D staff.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i>   <i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> <i>No</i></p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> <i>Yes</i></p>

<p><i>System</i>    <b>10 O'clock</b>  <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.2</b>  <b>T&amp;D Staff Training and Development Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i>  <b>The T&amp;D Staff Training and Development Process assesses knowledge and skill compliance and develops an Individual T&amp;D Plan from an organized, documented, and resourced curriculum of traditional and nontraditional information, education, training, and development events to ensure competence and development consistent with the projected, overall staffing needs of the T&amp;D system.</b>   <b>This process develops T&amp;D staff.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i>   <i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> <i>No</i></p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> <i>Yes</i></p>

## 10 O'clock: T&D Human and Environmental Asset Management System, continued

<p><i>System</i>    <b>10 O'clock</b>  <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.3</b>  <b>T&amp;D Staff Assessment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Staff Assessment Process provides routine and continuous assessment of performance, positive/constructive feedback, negative/constructive feedback, additional development and progression monitoring, progressive discipline, and termination, if necessary.</p> <p>This process appraises T&amp;D staff.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>10 O'clock</b>  <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.4</b>  <b>T&amp;D Staff Compensation and Benefits Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Staff Compensation and Benefits Process provides total compensation and benefits for all of the permanent employees of the T&amp;D system; it typically provides only compensation for the outsourced staff.</p> <p>This process establishes pay levels for T&amp;D staff.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>



## 10 O'clock: T&D Human and Environmental Asset Management System, *continued*

<p><i>System</i>    <b>10 O'clock</b> <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.5</b> <b>T&amp;D Staff Rewards and Recognition Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Staff Rewards and Recognition Process provides small monetary and other nonmonetary rewards and recognition to the T&amp;D staff, other non-T&amp;D staff, and various contributors to the overall T&amp;D effort.</p> <p>This process recognizes and rewards T&amp;D staff.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>10 O'clock</b> <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.6</b> <b>T&amp;D Organization Structural Design Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Organization Structural Design Process designs the organization (the form and structure) based on the T&amp;D leadership, core, and support processes in place and the systems, tools, and methods required to render the T&amp;D services and provide the T&amp;D products that have high-payback to the enterprise in terms of their return on investment or economic value add.</p> <p>This process configures T&amp;D staff jobs and departments.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 10 O'clock: T&D Human and Environmental Asset Management System, *continued*

<p><i>System</i>    <b>10 O'clock</b>  <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.7</b>  <b>T&amp;D Facilities Development and Deployment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Facilities Development and Deployment Process builds or acquires and maintains all of the facilities (buildings and grounds) needed by T&amp;D.</p> <p>This process houses T&amp;D staff and property.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>10 O'clock</b>  <b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.8</b>  <b>T&amp;D Equipment and Tools Development and Deployment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Equipment and Tools Development and Deployment Process builds or acquires the T&amp;D tools and equipment required and proven (pilot tested) by the research and development effort. This process ensures a successful implementation.</p> <p>This process provides T&amp;D staff with tools and equipment.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> Yes</p>

## 10 O'clock: T&D Human and Environmental Asset Management System, *continued*

<p><i>System</i>    <b>10 O'clock</b></p> <p><b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.9</b></p> <p><b>T&amp;D Materials and Supplies Acquisition and Deployment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Materials and Supplies Acquisition and Deployment Process acquires and delivers all consumable materials and supplies necessary for T&amp;D operations.</p> <p>This process provides materials and supplies to T&amp;D staff.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i>    <b>10 O'clock</b></p> <p><b>T&amp;D Human and Environmental Asset Management System</b></p>	<p><i>Process</i>    <b>10.10</b></p> <p><b>T&amp;D Information Systems Development and Deployment Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Information Systems Development and Deployment Process builds or acquires the T&amp;D information technology methods and systems (hardware and software) that are deemed required and have been proven (pilot tested) by T&amp;D's research and development effort to meet their intended functionality.</p> <p>This process provides data and information to T&amp;D staff.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 10 O'clock: T&D Human and Environmental Asset Management System, *continued*

<i>System</i> 10 O'clock <b>T&amp;D Human and Environmental Asset Management System</b>	<i>Process</i> 10.11 <b>T&amp;D Methods Deployment Process</b>	<i>Process</i>
<p><i>Process Purpose</i></p> <p>The T&amp;D Methods Deployment Process builds or acquires the T&amp;D, ISD, or administrative methods that have been tested and proven by the research and development effort or are part of enterprisewide methods and procedures. This process ensures an overall, successful implementation of any new approaches to ISD or other T&amp;D methods.</p> <p>This process provides methodology to T&amp;D staff.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> <i>Don't Know/ Maybe</i></p> <p><input type="radio"/> Yes</p>

## 11 O'clock: T&D Research and Development System

<p><i>System</i> 11 O'clock</p> <p><b>T&amp;D Research and Development System</b></p>	<p><i>Process</i> 11.1</p> <p><b>T&amp;D Methodology and Technology Surveillance Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Methodology and Technology Surveillance Process keeps track of what is going on in the worlds of ISD technology and ISD methodology, as well as with all other elements of the T&amp;D system, such as information technology/information system capabilities for development and deployment of T&amp;D.</p> <p>This process conducts research.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

<p><i>System</i> 11 O'clock</p> <p><b>T&amp;D Research and Development System</b></p>	<p><i>Process</i> 11.2</p> <p><b>T&amp;D Internal and External Benchmarking Process</b></p>	<p><i>Process</i></p>
<p><i>Process Purpose</i></p> <p>The T&amp;D Internal and External Benchmarking Processes compare all of the internal T&amp;D organization's processes to a series of benchmarks, comparing internal operations against each other as well as to external organizations in both similar and dissimilar situations.</p> <p>This process conducts benchmarking.</p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## 11 O'clock: T&D Research and Development System

<i>System</i> 11 O'clock <b>T&amp;D Research and Development System</b>	<i>Process</i> 11.3 <b>T&amp;D Methodology and Technology Pilot-Testing Process</b>	<i>Process</i>
<p><i>Process Purpose</i></p> <p><b>The T&amp;D Methodology and Technology Pilot-Testing Processes bring in the newfangled stuff found in the other two research and development processes of the T&amp;D system to deliberately play with it and test it.</b></p> <p><b>This process tests new products, technology, and methodology.</b></p>	<p><i>Notes</i></p>	<p><i>Assessment</i></p> <p><i>Worthy Opportunity/ Problem</i></p> <p><input type="radio"/> No</p> <p><input type="radio"/> Don't Know/ Maybe</p> <p><input type="radio"/> Yes</p>

## Assessing Your Self-assessment

### ***How Did Your T&D System Do?***

Do you have something akin to these 47 processes in place and operating? Even if not formally, you probably have them all to one extent or another! Whether formal or not is neither the question nor the concern. Whether they are doing you well or not *is* the issue.

Again, we are not subscribing to the notion that all of these processes need to be in absolute, tight, total control for them to have value. No way! Not if it's our investment dollars! There is frequently too little a return on process control or optimization efforts to warrant any effort at all from a shareholder perspective.

T&D *Systems View* is all about Learning by Design (LBD). LBD does not require total control, just control where it counts. And from our perspective, it's what the shareholders count that counts the most in measuring the success of your T&D system in achieving LBD.