



HIGH PERFORMANCE WORKPLACES: The management questionnaire

Welcome: This questionnaire is intended to help assess your organization against known characteristics of high performance workplaces.

Your contribution is valued. Please complete the questionnaire carefully and thoughtfully. The first part asks for some basic information.

BASIC INFORMATION

Your Organization: _____ Division: _____

Your role: Chief Executive Officer ___ Vice President of _____ Director of _____
Other _____



SEQUUS

Box 545 Winnipeg Beach, MB R0C 3G0

ABOUT TEAM-BASED WORK STRUCTURES

1 2 3 4 5	8. We have structured our workplace so that most of our work is done in teams.	1 2 3 4 5
1 2 3 4 5	9. Our workteams are largely self-managing and empowered to solve problems in their immediate work area.	1 2 3 4 5
1 2 3 4 5	10. Management rarely has to become involved in making work-related decisions at the frontline.	1 2 3 4 5

ABOUT COMPENSATION

1 2 3 4 5	11. Our organization's pay and benefit package is well above industry or community norms for work of comparable value.	1 2 3 4 5
1 2 3 4 5	12. Our employees know that our pay and benefit package is well above industry or community norms for work of comparable value.	1 2 3 4 5
1 2 3 4 5	13. We provide our employees with opportunities to invest in our organization to benefit financially from their efforts to contribute to our success.	1 2 3 4 5
1 2 3 4 5	14. A substantial portion (more than 15%) of the pay of individuals and/or teams is based on individual and/or team performance.	1 2 3 4 5
1 2 3 4 5	15. It is clear to individuals and/or teams what has to be achieved in order to earn performance-based rewards.	1 2 3 4 5
1 2 3 4 5	16. Generally, individual and/or team effort is the only factor that determines performance. There are rarely any unearned 'windfalls' or undeserved 'shortfalls' in performance pay in our organization.	1 2 3 4 5

ABOUT INVESTMENT IN TRAINING AND DEVELOPMENT

1 2 3 4 5	17. Our organization makes a significant investment in the ongoing training and development of frontline staff.	1 2 3 4 5
1 2 3 4 5	18. Our frontline staff are multi-skilled and can take on many different work assignments.	1 2 3 4 5
1 2 3 4 5	19. Our frontline staff frequently change jobs in the interest of acquiring new skills and knowledge.	1 2 3 4 5
1 2 3 4 5	20. Workteams and/or individuals frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure.	1 2 3 4 5
1 2 3 4 5	21. Our training goes beyond job-specific, technical skills to include social skills, general problem-solving skills and broader knowledge of the organization.	1 2 3 4 5

ABOUT SHARING FINANCIAL AND OTHER PERFORMANCE INFORMATION WITH STAFF

1 2 3 4 5	22. Financial information concerning the organization is fully and openly shared with frontline employees on a regular basis.	1 2 3 4 5
1 2 3 4 5	23. Non-financial performance information is fully and openly shared with frontline employees on a regular basis.	1 2 3 4 5
1 2 3 4 5	24. Every effort is made to ensure that frontline employees fully understand important financial and non-financial information on organization performance.	1 2 3 4 5

ABOUT THE APPLICATION OF 'LEAN' MANUFACTURING AND/OR 'LEAN' SERVICE PROVISION TOOLS AND TECHNIQUES

1 2 3 4 5	25. We work hard to ensure that we apply the best performance tools and techniques that are relevant to the field in which we operate.	1 2 3 4 5
1 2 3 4 5	26. We keep up-to-date with advances in knowledge about what works (and what does not work) to improve performance in our field.	1 2 3 4 5
1 2 3 4 5	27. We work hard to equip our employees with the best methods, tools, technology, practices and techniques.	1 2 3 4 5

ABOUT STATUS DISTINCTIONS AND BARRIERS

1 2 3 4 5	28. We work hard to minimize distinctions between frontline employees and senior management.	1 2 3 4 5
1 2 3 4 5	29. We avoid the use of demeaning job titles and try to use titles that promote equality.	1 2 3 4 5

1 2 3 4 5	30. We minimize compensation and benefits differences between levels in our organization.	1 2 3 4 5
-----------	-------------------------------------------------------------------------------------------	-----------