

Table 1. Determining Organization CMOM Business Practice Performance Level

Performance Level Determination	Stage 1 (Unaware)	Stage 2 (Initial)	Stage 3 (Defined)	Stage 4 (Managed)	Stage 5 (Optimized)
			Low • High	Low • Medium • High	
<p>Summary Description</p> <p><i>Considering the six elements of an adequate CMOM Program</i></p> <ul style="list-style-type: none"> • <i>Defined Purpose that supports the Utility’s Vision and Mission</i> • <i>Short- and Long-Term Goals</i> • <i>Documented</i> • <i>Trained Staff</i> • <i>Performance Measures</i> • <i>Continual Improvement</i> 	<ul style="list-style-type: none"> • There is a total lack of awareness within the organization regarding the need for this specific CMOM business practice. 	<ul style="list-style-type: none"> • The organization is aware of the need for this business practice, but does not utilize a systematic, documented approach for implementing or managing. • The organization is reactive with respect to how it conducts this business practice and its associated activities. • The actions of the organization are unplanned, sporadic, reactionary, and done in a non-repeatable manner. 	<ul style="list-style-type: none"> • The organization has a defined, documented repeatable approach for conducting this business practice. • Data are used to respond. • The practice is well documented, effectively employed, and is communicated to affected personnel in the organization. • The organization would receive the high rating if all the above apply and the low rating if the utility is in the early stages of initiating the approach. 	<ul style="list-style-type: none"> • The organization has a defined, repeatable approach for conducting this business practice that is documented, effectively employed and communicated to organization personnel. • Data are used to manage programs. • Qualitative performance measures are defined for the practice’s processes. • Quality standards have been established. • There is a program established for the periodic measurement and improvement of the business practice. • High rating would include all the above characteristics. • Medium rating would be for organizations that have completed some, and are in the process of completing other, of the characteristics. • Low rating would mean that the organization is in the process of establishing the above characteristics. 	<ul style="list-style-type: none"> • The organization has a defined, repeatable approach for conducting this business practice that is documented and communicated to all personnel in the organization and made available to the policy makers and to the public. • Data are used to manage and optimize programs, as well as to track trends. • Qualitative performance measures are defined for the practice’s processes with the goal of improving production and efficiency. • Quality standards have been established with the goal of improving performance. • Measures and standards are tracked in real time. • There is a program established for continual improvement of the business practice and for the refinement of associated processes, standards and procedures.