

---

---

# Empowered Workgroups

---

*A process area at Level 4: Predictable*

---

**Purpose**                      **The purpose of Empowered Workgroups is to invest workgroups with the responsibility and authority for determining how to conduct their business activities most effectively.**

**Description**                *An empowered workgroup* is a workgroup that is granted considerable autonomy in managing and performing its work, and may perform selected workforce practices within the workgroup. The concept of empowered workgroups usually implies that a workgroup is responsible for a “whole work process” [Wellins 91]. In the People CMM, workgroups that are invested with the authority to determine how they will accomplish business objectives and perform some of their internal workforce practices are described as empowered workgroups.

The term ‘team’ has been used in the literature to describe several types of workgroup structures and attributes, many of which involve some level of empowerment. For instance, Katzenbach and Smith [Katzenbach 93, pg. 45] describe a ‘team’ as “...a small number of people [less than 10] with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.” Although a team is a workgroup, not all workgroups develop into empowered workgroups. Consequently, the People CMM does not distinguish between the terms ‘team’ and ‘workgroup’.

Empowered workgroups can constitute a unit, can be a component of a unit, or can consist of individuals who report to different units. In this latter case, individuals may have matrixed reporting relationships that involve their home unit and the empowered workgroup. Such workgroups may overlap several entities on the organization chart.

Empowering workgroups involves preparing workgroup members to act as an independent entity within the constraints of organizational and unit(s) objectives.

It involves delegating responsibility and authority for work results to the empowered workgroup and holding the members accountable as an empowered workgroup for achieving them. It involves training workgroup members in the skills required in empowered workgroup and their associated processes. Empowered workgroups are managed as an entity, rather than as individuals and workforce practices are tailored for use with them. The work environment is adjusted to support empowered performance by workgroups. Empowered workgroup members accept increasing responsibility for the performance of workforce practices such as recruiting, selection, performance management, reward, training, development, and compensation activities that are appropriate to the structure and function of the empowered workgroup. Empowered workgroup performance data are used to identify needs for development. Workgroup performance and contributions to it are considered in making individual compensation decisions, as well as in recognizing and rewarding outstanding performance.

## **Goals**

---

- Goal 1**                    **Empowered workgroups are delegated responsibility and authority over their work processes.**
- Goal 2**                    **The organization’s workforce practices and activities encourage and support the development and performance of empowered workgroups.**
- Goal 3**                    **Empowered workgroups perform selected workforce practices internally.**
- Goal 4**                    **Empowered Workgroups practices are institutionalized to ensure they are performed as defined organizational processes.**

## **Commitment to Perform**

---

**Commitment 1**      **The organization establishes and maintains a documented policy for conducting Empowered Workgroups activities.**

Issues typically addressed in the policy include:

1. Workgroups are empowered to serve the business objectives and stated values of the organization.
2. Empowerment activities are included in the strategic workforce plan and implemented through orderly planning in units whose work can benefit from empowered workgroups.
3. The work environment and other organizational attributes are adjusted to support empowered workgroups.
4. Workforce practices are adjusted to support empowered workgroups.
5. Empowered workgroups assume increasing responsibility for performing some of their workforce practices within the workgroup.
6. Empowered Workgroups practices and activities comply with relevant laws, regulations, and organizational policies.

**Commitment 2**      **An organizational role(s) is assigned responsibility for coordinating empowerment activities and tailoring workforce practices to support empowered workgroups.**

## **Ability to Perform**

---

**Ability 1**      **Each empowered workgroup has an individual(s) or organizational entity that is assigned responsibility as its sponsor and to whom it is accountable.**

1. The individual(s) or organizational entity that is assigned responsibility for an empowered workgroup assists it by:
  - o clarifying its mission and responsibilities,
  - o providing organizational resources or ensuring those organizational resources are made available to the workgroup,
  - o reviewing its progress and performance,
  - o providing guidance,
  - o facilitating the empowered workgroup, when needed, and
  - o addressing problems it is unable to resolve internally.
2. The individual(s) or organizational entity that is assigned responsibility for an empowered workgroup acts as its liaison to other organizational entities, when appropriate.
3. The individual(s) or organizational entity that is assigned responsibility for an empowered workgroup represents the organization's interests to the workgroup.

**Ability 2****Adequate resources are provided for performing Empowered Workgroups activities.**

1. Workgroups have been established to optimize the performance of interdependent work.

Refer to the Workgroup Development process area for information regarding the establishment and use of workgroups to organize and accomplish work around competency-based process abilities.
--

2. Competency-based processes exist that can be tailored to support empowered workgroups.

Competency-based processes that can be tailored include competency-based processes, integrated competency-based processes, and common workgroup processes used by a workgroup, as well as competency-based workforce practices that may be tailored and performed by an empowered workgroup.

Refer to the Competency Analysis, Competency-Based Practices, and Workgroup Development process areas at the Defined level, and the Competency Integration process area at the Predictable level, for a description of the establishment of these processes and practices.

3. Defined workforce practices exist that can be tailored to support their execution by empowered workgroups.
4. Experienced individuals who have expertise are available for facilitating empowerment within workgroups.
5. Experienced individuals who have expertise in tailoring workforce practices for:
  - o use within empowered workgroups, and
  - o supporting empowered workgroups.
6. Resources for supporting Empowered Workgroups activities are made available.
7. Adequate funding is available to empower workgroups and to tailor and deploy the empowered workgroup-based practices that support them.

**Ability 3**

**All affected parties develop the knowledge, skills, and process abilities needed to develop effective relationships with empowered workgroups.**

1. Those to whom empowered workgroups report receive the preparation needed to manage empowered workgroups.

Those who manage empowered workgroups develop knowledge, skills and process abilities to enable them to perform their assigned responsibilities and support the empowerment of the workgroups that are responsible for. Examples of topics include the following:

- ? Assigning responsibility and delegating authority
- ? Shifting responsibility for some workforce practices into the empowered workgroup
- ? Evolving the growth of empowerment and self-management in empowered workgroups
- ? Tailoring self-managed workforce practices within empowered workgroups
- ? Facilitative and participatory management
- ? Performing workforce practices at the empowered workgroup level
- ? Forming, sustaining, and disbanding empowered workgroups
- ? Diagnosing and handling empowered workgroup problems
- ? Managing dependencies among empowered workgroups
- ? Coordinating management decisions in empowered workgroup-based organizations

2. Other individuals or organizational entities that interact with empowered workgroups receive the preparation needed to coordinate their activities with empowered workgroups.

Empowered workgroups interact with many components of the organization whose members are not equally empowered. These affected parties need to be prepared to adjust their methods of coordination where necessary to work effectively with empowered workgroups. They need to understand how empowered workgroups work to identify appropriate mechanisms for coordination and interaction.

Examples of issues to be addressed in working effectively with empowered workgroups may include the following:

- ? Empowered decision-making
- ? Delegated authority for work methods
- ? Integration of competency-based processes within empowered workgroups
- ? Self-management
- ? Inter-group communication mechanisms
- ? Planning and tracking status with empowered workgroups

3. Facilitation is provided to:
  - o support managers or others who work with empowered workgroups, and
  - o assist empowered workgroups in taking responsibility for their work processes and selected workforce practices.

**Ability 4**

**Individuals responsible for tailoring or administering workforce practices for empowered workgroups receive the preparation needed to perform their responsibilities.**

1. Individuals assigned responsibility for performing workforce practices for empowered workgroups receive the preparation needed for applying these practices in a manner consistent with the development and functioning of empowered workgroups.
2. Individuals assigned responsibility for designing or tailoring workforce practices for application to empowered workgroups receive the preparation needed to perform their responsibilities.
3. Individuals within empowered workgroups who participate in applying workforce practices within the workgroup receive the preparation needed for performing these practices.

**Ability 5**

**The practices and procedures for performing Empowered Workgroups are defined and documented.**

1. Practices and procedures are defined and documented at the organizational or unit levels, as appropriate.

2. Guidelines for tailoring the practices and procedures for use in different circumstances are documented and made available, as necessary.
3. The individual(s) assigned responsibility for coordinating Empowered Workgroups activities across the organization ensures that defined practices and procedures are:
  - o maintained under version control,
  - o disseminated through appropriate media,
  - o interpreted appropriately for different situations, and
  - o updated through orderly methods.
4. Experiences, lessons learned, measurement results, and improvement information derived from planning and performing Empowered Workgroups practices are captured to support the future use and improvement of the organization's practices.

## **Practices Performed**

---

### **Practice 1**

**Work responsibilities are designed to provide an empowered workgroup with optimal control over an integrated set of business activities.**

An integrated set of business activities to be assigned to an empowered workgroup might consist of most or all of the tasks required to:

- ? Produce a product or a component of a product
- ? Provide a service or a component of a service
- ? Perform a business process
- ? Perform a process step in the production of a product or service
- ? Perform an organizational function



1. Business activities are analyzed within and across units to determine how to most efficiently:
  - o optimize the collection of dependencies within a workgroup, and
  - o minimize the sharing of dependencies across workgroups.
2. Business activities are periodically reviewed to determine if they can be more effectively organized to support the functioning of workgroups.
3. Empowered workgroups participate in the design of business activities.

**Practice 2**

**Empowered workgroups are formed with a statement of their mission and authority for accomplishing it.**

The level of empowerment extended to an empowered workgroup is limited by its interdependencies with other workgroups or organizational entities. Thus, an empowered workgroup's independence in deciding commitments, work methods, etc. is bounded by its need to coordinate dependencies and ensure proper integration among workflow, work products, or business services with other organizational entities. The level of empowerment that can be achieved within an organization is limited by the design of business processes to maximize dependencies within empowered workgroups and minimize those shared with other organizational entities.

1. Empowered workgroups are established by those who:
  - o have responsibility for the business activities assigned to the empowered workgroup,
  - o are capable of delegating responsibility and authority to the empowered workgroup, and
  - o have reporting responsibility for the individuals assigned to the empowered workgroup.
2. Empowered workgroups are chartered with a statement of their mission that describes:
  - o workgroup purpose and intended contribution to organizational and business objectives,
  - o strategic and operational context of the workgroup's work,
  - o assigned responsibilities and expected outputs,

- anticipated dependencies and interfaces with other organizational entities,
  - extent of the workgroup's autonomy and authority,
  - accountability and reporting relationships,
  - initial level of self-management, if appropriate.
3. The statement of an empowered workgroup's mission should be reviewed and updated whenever necessitated by changes in business conditions, work processes, or organizational structure.

**Practice 3****The individual(s) or organizational entity to which an empowered workgroup is accountable provides business objectives and negotiates responsibilities and commitments with the empowered workgroup.**

1. The individual(s) or entity to which the empowered workgroup is accountable provides:
  - goals and responsibilities to be accomplished by the empowered workgroup,
  - the strategy for how the empowered workgroup's activities and work products fit in with the activities and work products of other workgroups or units, and
  - objective criteria by which empowered workgroup performance is to be evaluated.
2. The empowered workgroup:
  - reviews and achieves consensus on the objectives and responsibilities assigned to it,
  - plans its business activities and commitments,
  - reviews and achieves consensus on the criteria for evaluating its performance, and
  - negotiates agreements concerning its performance objectives, responsibilities, and commitments as necessary with the individual(s) or entity to which it reports.
3. The empowered workgroup renegotiates performance objectives, responsibilities, and commitments with the individual(s) or entity to which it reports as necessitated by its performance against plan or changing business conditions.

**Practice 4**

**Empowered workgroups are delegated the responsibility and authority to determine the methods by which they will accomplish their committed work.**

1. Empowered workgroups tailor and integrate competency-based and standard workgroup processes for performing their business activities.
2. Empowered workgroups assign roles and allocate work among their members.
3. Empowered workgroups define and coordinate interfaces with other organizational entities required to satisfy their commitments and shared dependencies.
4. Empowered workgroups plan their business activities and commitments, and negotiate inconsistencies with the individual(s) to whom they are accountable and other organizational entities, as necessary.

**Practice 5**

**Empowered workgroups use appropriate methods for making decisions on their commitments and methods of operation.**

1. Early in the empowered workgroup's formation, members determine how they are to:
  - allocate authority to roles based on dependencies in the committed work,
  - empower individuals or small groups within the workgroup to take independent action without review or approval by the full workgroup,
  - achieve consensus on plans and commitments,
  - make decisions that arise in the performance of the workgroup's business activities,
  - negotiate and represent their interests to the individual to whom they are accountable and to other organizational entities.
2. Empowered workgroups periodically review their activities and performance to determine whether changes should be made to their decision-making processes.

**Practice 6**                      **The organization’s work environment supports the development and performance of empowered workgroups.**

1. Facilities and resources that could enhance empowered workgroup performance are identified.

Examples of work environment resources that may enhance the performance of empowered workgroups include the following:

- ? Public spaces, such as workgroup rooms and conference rooms
- ? Offices and spaces close to each other that allow workgroup members to be co-located, when possible
- ? Groupware or other resources to support the performance of the workgroup
- ? Enhanced communications capabilities

2. Where possible, the facilities and resources identified are made available to enhance empowered workgroup performance.
3. Within boundaries established by work environment policies, budgets, and regulations, empowered workgroups are given the authority to organize and arrange their work environments to best support their business activities.
4. Activities to improve the organization’s work environment involve input and review from empowered workgroups.

**Practice 7**                      **The organization’s workforce practices are tailored for use with empowered workgroups.**

There are three ways in which workforce practices can be adjusted for use with empowered workgroups. These are the following:

- ? Practices designed for application to individuals can be redesigned for application jointly to all members of an empowered workgroup
- ? Practices designed for application to a unit can be redesigned for application to an empowered workgroup
- ? Guidelines can be developed for further adjusting practices used with empowered workgroups for more effective application in specific situations

1. Individuals responsible for coordinating various workforce practices and activities across the organization are involved in adjusting these practices for use by empowered workgroups.
2. Members of empowered workgroups are involved in developing guidelines for adjusting and applying workforce practices for use with empowered workgroups.
3. Human resources or other appropriate professionals are involved in ensuring that all workforce practices and activities that are adjusted for use with empowered workgroups comply with all applicable laws, regulations, and organizational policies.

**Practice 8**

**Responsibility and authority for performing selected workforce activities is delegated to empowered workgroups.**

The level of responsibility and authority to be delegated to empowered workgroups for performing their own workforce activities is a design issue. Organizations generally start by delegating a minimal set of workforce practices to empowered workgroups to allow them to gain experience in performing these activities. As an empowered workgroup becomes experienced in performing some of its own workforce activities, the level of self-management delegated to the workgroup can be increased. The rate at which empowered workgroups may successfully absorb responsibility for self-management may differ among workgroups. The level of delegated self-management may also differ by the maturity and experience of each empowered workgroup. For instance, long-lived empowered workgroups that interact frequently, such as product development teams, are generally delegated greater self-management than short-lived empowered workgroups that interact only occasionally, such as problem resolution teams. Since an individual may participate in several empowered workgroups, the organization must decide the extent to which each workgroup contributes to workforce activities performed for the individual in areas such as performance management, compensation, and career development.

1. Management, in conjunction with human resources, decides how to delegate workforce activities to different empowered workgroups:
  - o internally by empowered workgroup members,
  - o externally by one or more individuals such as project managers, competency managers, or human resources professionals, and
  - o through a combination of activities performed by individuals internal and external to the empowered workgroup.

The level of involvement is typically determined by criteria such as the following:

- ? the level of privacy that the organization wishes to maintain on personal information
- ? standard organizational practice
- ? organizational culture
- ? laws, regulations, and organizational policies

2. Workforce practices and activities whose performance may be delegated to empowered workgroups include:
- recruiting for open positions,
  - developing methods and criteria for selecting new members,
  - orienting new members,
  - conducting their internal performance management activities,
  - determining their learning needs and ensuring that these needs, in addition to any development needed in the organization's workforce competencies, are satisfied,
  - participating in compensation decisions,

Examples of empowered workgroup involvement in compensation activities include the following:

- ? Using the inputs of empowered workgroup performance management activities in compensation decisions
- ? Recommending adjustments to compensation
- ? Mixed responsibility where empowered workgroups have some involvement in compensation decisions
- ? Reviewing compensation decisions
- ? Providing feedback on compensation methods and decisions
- ? Recommending changes to the compensation strategy or the activities defined for the empowered workgroup

- contributing to strategic workforce planning and the planning of unit workforce activities,
  - recognizing or rewarding outstanding performance, and
  - performing other workforce practices and activities, as appropriate.
3. The effectiveness of self-management within each empowered workgroup is evaluated to determine:
- corrective actions to be taken with regard to the empowered workgroup's performance of one or more of the workforce practices delegated to it,
  - the extent to which the empowered workgroup is ready to assume responsibility for performing more of its own workforce practices, and
  - how self-management is working in empowered workgroups across the organization and whether any corrective actions should be taken at the organizational level.
4. Within guidelines established by the organization, the responsibility and authority delegated to empowered workgroups for performing workforce activities is increased over time as empowered workgroups become more experienced and effective in self-management.
- Responsible individual(s) maintain ongoing discussion with empowered workgroups about their performance of workforce activities.
  - Members of empowered workgroups are involved in decisions regarding the amount of responsibility they are delegated for performing workforce practices.

**Practice 9****Empowered workgroups tailor workforce activities delegated to them and plan for their adoption.**

Empowered workgroups determine how to conduct the workforce activities delegated to them within a context set by how the organization has adjusted its workforce practices for use by empowered workgroups. Decisions about how a specific empowered workgroup should conduct its workforce activities are reviewed by human resources or other appropriate professionals for compliance with relevant laws, regulations, and organizational policies.



1. Empowered workgroup members receive the preparation needed to perform their delegated workforce activities.
2. Empowered workgroups define and agree on how they perform their delegated workforce activities.
3. Empowered workgroups plan the integration of delegated workforce activities into their planned business activities.
4. Facilitation is made available to empowered workgroups as needed to assist in performing their delegated workforce activities.
5. When appropriate, an empowered workgroup's workforce activities are reviewed by human resources or other appropriate professionals to ensure they comply with relevant laws, regulations, and organizational policies.
6. When necessary, corrective action is taken to improve the performance of delegated workforce activities.
7. Records of an empowered workgroup's workforce activities are maintained.

**Practice 10**

**Empowered workgroups perform the workforce activities delegated to them.**

1. Empowered workgroups assign roles as appropriate for participating in the performance of its delegated workforce activities.
2. Empowered workgroups perform workforce activities delegated to them according to their plan and adjustments.
3. Empowered workgroups seek advice from human resources or other appropriate professionals, as necessary, to ensure their actions comply with the organization's policies, procedures and relevant laws and regulations.
4. The performance of workforce activities by empowered teams is reviewed or audited, as appropriate, to ensure compliance with the organization's policies, procedures, and relevant laws and regulations.

**Practice 11 Empowered workgroups participate in managing their performance.**

1. Empowered workgroups establish their performance objectives.

An empowered workgroup's performance objectives are typically based on factors such as the following:

- ? The organization's or unit's business strategies, performance objectives, and performance measures
- ? Its mission and assigned responsibilities
- ? The needs of its stakeholders and the deliverables or services that meet these needs
- ? The individual processes or tasks that must be accomplished
- ? Expected contributions of each workgroup member
- ? Its effectiveness in interacting with other workgroups or organizational entities
- ? Relevant schedule, cost, and quality criteria

2. Stakeholders in the workgroup's performance contribute to establishing its performance objectives and criteria, where appropriate.

Examples of stakeholders in an empowered workgroup's performance may include the following:

- ? Individual members of the workgroup
- ? Members of other workgroups or organizational entities affected by an empowered workgroup's performance
- ? The individual(s) or organizational entity to whom the empowered workgroup reports
- ? Executive management
- ? Customers

3. An empowered workgroup's performance objectives are consistent with its unit and organizational performance objectives.

4. Members of empowered workgroups jointly establish their individual performance objectives by:
  - o establishing and agreeing to the performance objectives of each of its members, and
  - o defining their personal performance objectives to be consistent with the performance objectives of their workgroup, unit, and the organization.
5. Empowered workgroups define and use performance measures to evaluate their effectiveness and improve their performance.

Refer to the Quantitative Performance Management process area for practices involved in defining measures at the workgroup level.

6. Measures of the performance of an empowered workgroup are:
  - o integrated into the performance objectives of each individual member, and
  - o periodically reviewed to determine their appropriateness under changing business or organizational conditions and are revised, if necessary.
7. Members of empowered workgroups maintain awareness of their performance as individuals and as a workgroup.

Examples of mechanisms for empowered workgroups to maintain awareness of team performance include the following:

- ? Progress review meetings
- ? Performance review meetings
- ? Workgroup problem-solving sessions
- ? Sessions with a mentor, coach, or facilitator

8. Workgroup performance is periodically evaluated against established performance objectives for individuals and the workgroup.
9. Empowered workgroups manage the performance of its individual members to achieve workgroup performance objectives.

Refer to Practices 6 through 12 of the Performance Management process area for information regarding performance management practices for individual workgroup members.

10. Members of empowered workgroups openly discuss performance issues and seek solutions to these issues.
11. To the extent these responsibilities have been delegated to them, empowered workgroups:
  - o provide formal feedback on performance for each of its members,
  - o provide input to compensation decisions, and
  - o manage unsatisfactory performance by its members.

**Practice 12****Adjustments to the compensation of members of empowered workgroups are based, in part, on issues related to workgroup performance.**

1. The compensation system is reviewed and adjusted, as needed, to:
  - o optimize the relationship of empowered workgroup performance to unit and organizational performance and individual performance to empowered workgroup performance,
  - o ensure that workgroup-related adjustments to compensation are having their intended effect, and
  - o ensure that compensation decisions which incorporate workgroup considerations maintain equity within the compensation system.

Examples of the impact of the compensation system on empowered workgroup development and performance include the following:

- ? Stimulating the development of empowered workgroups
- ? Motivating individuals to develop workgroup-based skills
- ? Motivating cohesion and coordination among members of the workgroup
- ? Aligning individual and workgroup performance
- ? Aligning workgroup performance with unit and organizational performance
- ? Attracting and retaining appropriately-qualified individuals in empowered workgroups

2. Adjustments to compensation for each member of an empowered workgroup are based, in part, on:
- o their individual performance compared to their performance objectives,
  - o their overall contribution to the development, functioning, and performance of their workgroup,

Examples of workgroup-related factors that may influence compensation decisions include the following:

- ? Current capability in workgroup tasks
- ? Development of additional capabilities in workgroup tasks
- ? Successful completion of activities in personal development plans that are related to workgroup performance
- ? Ability to translate capability in workforce competencies into enhanced workgroup performance
- ? Contribution in helping or mentoring others to improve their knowledge, skills, and process abilities related to workgroup responsibilities

- o the performance of the empowered workgroup compared to its performance objectives, and
- o the empowered workgroup's contribution to the achievement of unit and organizational performance objectives.

3. Guidance and assistance for factoring individual contribution to empowered workgroup performance is provided to individuals and workgroups responsible for making compensation decisions.

Examples of practices for factoring empowered workgroup-based incentives into individual compensation include the following:

- ? Equal adjustments for all empowered workgroup members based on empowered workgroup performance against objectives
- ? Equal adjustments for all empowered workgroup members based on empowered workgroup contribution to unit or organizational performance
- ? Equal adjustments for all empowered workgroup members based on improvements in empowered workgroup performance
- ? Differential adjustments for individual empowered workgroup members based on each their capabilities and individual contributions to empowered workgroup performance
- ? Differential adjustments for each empowered workgroup member based on their contribution to the ability of other empowered workgroup members to contribute to empowered workgroup performance

4. The basis on which contributions to empowered workgroup performance are factored into compensation decisions is discussed with each individual.

## **Measurement and Analysis**

---

### **Measurement 1**

**Measurements are made and used to determine the status and performance of workforce practices for empowering workgroups.**

Examples of status measurements of workforce practices for empowering workgroups include the following:

- ? Rate at which workgroups can be developed into empowered workgroups
- ? Amount of time spent in tailoring workforce activities to the organization's empowered workgroup-based practices
- ? Rate or progress in tailoring the organization's workforce activities for empowered workgroup-building application
- ? Indicators of the organization's increased efficiency in performing empowered workgroup-based workforce activities

**Measurement 2      Measurements are made and used to determine the effectiveness of workforce practices for empowering workgroups.**

Examples of measurements of the effectiveness of empowered workgroup-based workforce practices include the following:

- ? Individual ratings of the effectiveness of empowered workgroup-based workforce practices
- ? Improved empowered workgroup coordination and functioning
- ? Increased level of motivation and retention resulting from empowered workgroup-based staffing, career planning, compensation, and reward practices
- ? Improvements in empowered workgroup performance
- ? Increased impact of empowered workgroup performance on unit and organizational performance

## **Verifying Implementation**

---

**Verification 1      A responsible individual(s) verifies that the organization's workforce practices for empowering workgroups are conducted according to the**

**organization’s documented policies, practices, procedures, and, where appropriate, plans; and addresses noncompliance.**

These reviews verify that:

1. Workforce practices for empowering workgroups comply with the organization’s policies and stated values.
2. Workforce practices for empowering workgroups comply with relevant laws and regulations.
3. Workforce practices and activities for empowering workgroups are performed according to the organization’s documented practices and procedures.
4. Noncompliance issues are handled appropriately.

**Verification 2**

**Executive management periodically reviews the organization’s Empowered Workgroups activities, status, and results; and resolves issues.**

These reviews verify:

1. Appropriateness of workforce practices for empowering workgroups at the organizational and unit levels.
2. Progress in performing workforce practices for empowering workgroups.
3. Results from reviews of workforce practices and activities for empowering workgroups.

Refer to Verification 1 for information regarding reviews of workforce practices and activities for empowering workgroups to ensure adherence to the following:

- ? Relevant laws and regulations
- ? Organizational policies, practices, and procedures

4. Status of resolution of noncompliance issues.
5. Trends related to workforce activities for empowering workgroups.



6. The organization's effectiveness in implementing workforce practices for empowering workgroups.

**Verification 3**

**The definition and use of empowered workgroup performance data are periodically audited for compliance with organizational policies.**