



Learning Objectives

By completing this module, you should be able to:

Remember
Structure of Baldridge Criteria

Understand & Apply
This learning by answering questions in a short quiz & application evaluation

2

Criteria Structure

Organizational Profile

Categories
Process: categories 1-6
Results: category 7

3

Organizational Profile



Organizational Profile

P Organizational Profile

P.1 Organizational Description: What are your key organizational characteristics?

In your response, answer the following questions:

a. Organizational Environment

- (1) **Product Offerings** What are your main product offerings (see the note on the next page)? What is the relative importance of each to your success? What mechanisms do you use to deliver your products?
- (2) **MISSION, VISION, and VALUES** What are your stated MISSION, VISION, and VALUES? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION?
- (3) **WORKFORCE Profile** What is your WORKFORCE profile? What recent changes have you experienced in WORKFORCE composition or your WORKFORCE needs? What are:
 - your WORKFORCE or employee groups and SEGMENTS,
 - the educational requirements for different employee groups and SEGMENTS, and
 - the KEY drivers that cause them to achieve your MISSION and VISION?

b. Organizational Relationships

- (1) **Organizational Structure** What are your organizational structure and GOVERNANCE system? What are the reporting relationships among your GOVERNANCE board, SENIOR LEADERS, and parent organization, as appropriate?
- (2) **CUSTOMERS and STAKEHOLDERS** What are your KEY market SEGMENTS, CUSTOMER groups, and STAKEHOLDER groups, as appropriate? What are their KEY requirements and expectations for your products, CUSTOMER support services, and operations? What are the differences in these requirements and expectations among market SEGMENTS, CUSTOMER groups, and STAKEHOLDER groups?
- (3) **Suppliers and PARTNERS** What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do they play:
 - in your WORK SYSTEMS, especially in producing and delivering your KEY products and CUSTOMER support services;

Organizational Situation

P.2 Organizational Situation: What is your organization's strategic situation?

In your response, include answers to the following questions:

a. Competitive Environment

- (1) **Competitive Position** What is your competitive position? What are your relative size and growth in your industry or the markets you serve? How many and what types of competitors do you have?
- (2) **Competitiveness Changes** What key changes, if any, are affecting your competitive situation, including changes that create opportunities for INNOVATION and collaboration, as appropriate?
- (3) **Comparative Data** What KEY sources of comparative and competitive data are available from within your industry? What KEY sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data?

b. Strategic Context

What are your KEY STRATEGIC CHALLENGES and ADVANTAGES in the areas of business, operations, societal responsibilities, and WORKFORCE?

c. PERFORMANCE Improvement System

What are the KEY elements of your PERFORMANCE improvement system, including your PROCESSES for evaluation and improvement of KEY organizational projects and PROCEDURES?

Item Format



Notes



Overall questions

3.2 Customer Engagement: How do you build relationships with customers and determine satisfaction and engagement? (45 pts.)

CUSTOMER Relationships and Support

(1) Relationship Management HOW do you build and manage customer relationships? (10 pts.)

- How do you market, build, and manage relationships with customers to:
- acquire customers and build market share;
- manage and enhance your brand image;
- retain customers, meet their questions, and exceed their expectations in each stage of the customer life cycle?

(2) CUSTOMER Access and Support HOW do you enable CUSTOMERS to seek information and support? (10 pts.)

- How do you enable them to conduct business with you? What are your key means of customer support and communication? How do they vary for different customers, customer groups, or market segments, as appropriate?
- How do you:
- determine your CUSTOMERS' key support questions and
- DEPLOY these questions to all people and PROCESSES involved in CUSTOMER support?

(3) Complaint Management HOW do you manage CUSTOMER complaints? (10 pts.)

- How do you resolve complaints promptly and effectively? How does your management of complaints enable you to recover your customers' confidence, enhance their satisfaction and engagement, and avoid similar complaints in the future?

“How” vs. “What” Questions



2.1 Strategy Development: How do you develop your strategy?

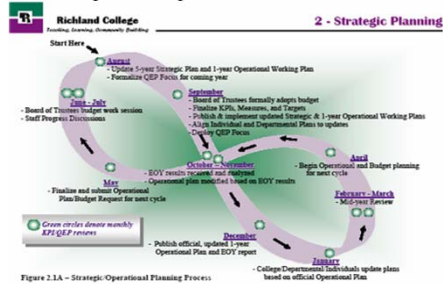
Strategic Planning Process: **How** do you conduct your strategic planning process? **How** does your strategic planning process address the potential need for transformational change, prioritization of change initiatives, and organizational agility.

2.1b(1) Strategic Objectives

Key Strategic Objectives: **What** are your organization's key strategic objectives and your timetable for achieving them?
What are your most important goals for these strategic objectives?

10

Richland College: The “How” of Strategic Planning



11

Richland College: The “What” of Strategic Planning

2.1b Strategic Objectives

2.1b(1) Key strategic objectives

Our strategic objectives of SPP goals are:

- Identify and meet community educational needs
- Enable all students to succeed
- Enable all employees to succeed
- Improve efficiency and effectiveness of college programs and operations



Figure 2.2A shows the timetable for accomplishing these SPP goals and the KPIs, measures, and targets for each.

12

Category point values

CATEGORY	TEXT
LEADERSHIP	120
STRATEGY	85
CUSTOMERS	85
MEASUREMENT ANALYSIS AND KNOWLEDGE MANAGEMENT	90
WORKFORCE	85
OPERATIONS	85
RESULTS	450
Total	1000



13

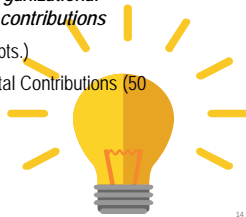
Category 1

1. Leadership (120 pts.)

Senior leaders' actions, organizational governance, and societal contributions

1.1 Senior Leadership (70 pts.)

1.2 Governance and Societal Contributions (50 pts.)



14

Category 2

2. Strategy (85 pts.)

Strategy development and action plan development and deployment

2.1 Strategy Development (45 pts.)

2.2 Strategy Implementation (40 pts.)



15

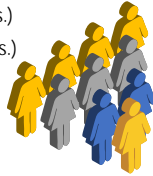
Category 3

3. Customers (85 pts.)

*Customer expectations
and engagement*

3.1 Customer Expectations (40 pts.)

3.2 Customer Engagement (45 pts.)



16



Category 4

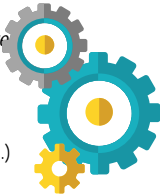
4. Measurement, Analysis, and Knowledge Management (90 pts.)

*Measure, analyze, and improve organizational
performance*

*Manage information and organizational knowledge
assets*

4.1 Measurement, Analysis, and Improvement of
Organizational Performance (45 pts.)

4.2 Information and Knowledge Management (45 pts.)



17

Category 5

5. Workforce (85 pts.)

*Building an effective workforce
environment engaging, developing, and
managing your workforce*

5.1 Workforce Environment (40 pts.)

5.2 Workforce Engagement (45 pts.)



18



Category 6

6. Operations (85 pts.)

*Designing, managing, and improving
work processes
Ensuring effective operations*

6.1 Work Processes (45 pts.)

6.2 Operational Effectiveness (40 pts.)



19



Category 7

7. Results (450 pts.)

*Performance and improvement in all key areas
Performance levels, trends, and comparative data*

7.1 Product and Process Results (120 pts.)

7.2 Customer Results (80 pts.)

7.3 Workforce Results (80 pts.)

7.4 Leadership and Governance Results (80 pts.)

7.5 Financial, Market, and Strategy Results (90 pts.)



20



Scoring System



Scoring Guidelines



Importance to the organization



Two dimensions: Process and Results



Evaluating Processes

Deployment:
How consistently
are key
processes used?

Approach:
How is the
organization's
work
accomplished?
How
systematic are
key
processes?

Learning:
Have key processes
been evaluated and
improved?
Have improvements
been shared?

Integration:
How do
processes
address
organizational
needs?



22



Evaluating Results

Trends: Are the
results improving,
staying the same,
or getting worse?

Levels: What
is current
performance?

Comparisons: How
does performance
compare with others?

Integration: Are
important results
being tracked? Are
these results being
used?



23



Module Review

By completing this module,
you should be able to:

Remember
Structure of Baldrige
Criteria

Understand
Key Components of
the Criteria

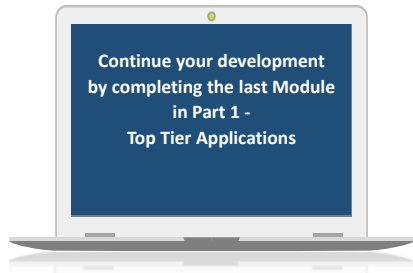


Understand & Apply
This learning by answering
questions in a short quiz &
application evaluation

24



Next Steps



25