



***The Baldrige Criteria:  
A Measure for Progress***

***(M204)***

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and Exposition***

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# *Learning Objectives*

Increased knowledge of the Baldrige Criteria for Performance Excellence model

Increased knowledge of tools for self-assessment, action, and evaluation

Increased knowledge of best practices, models, and techniques for measuring and evaluating performance  
Manages the Malcolm Baldrige National Quality Award



# *Presentation Outline*

Overview of the Baldrige National Quality Program

Framework for systematic organizational management

How to use the Criteria for Self-Assessment and Action

Role Model Characteristics

Next Steps



# *What is the Baldrige National Quality Program?*

Operates as a public-private partnership

Manages the Malcolm Baldrige National Quality Award

Provides global leadership in promoting performance excellence

Disseminates information



# *What Has Baldrige Achieved?*

Created a national standard

Produced role models

Generated award programs

Raised U.S. competitiveness

Established outreach and education system



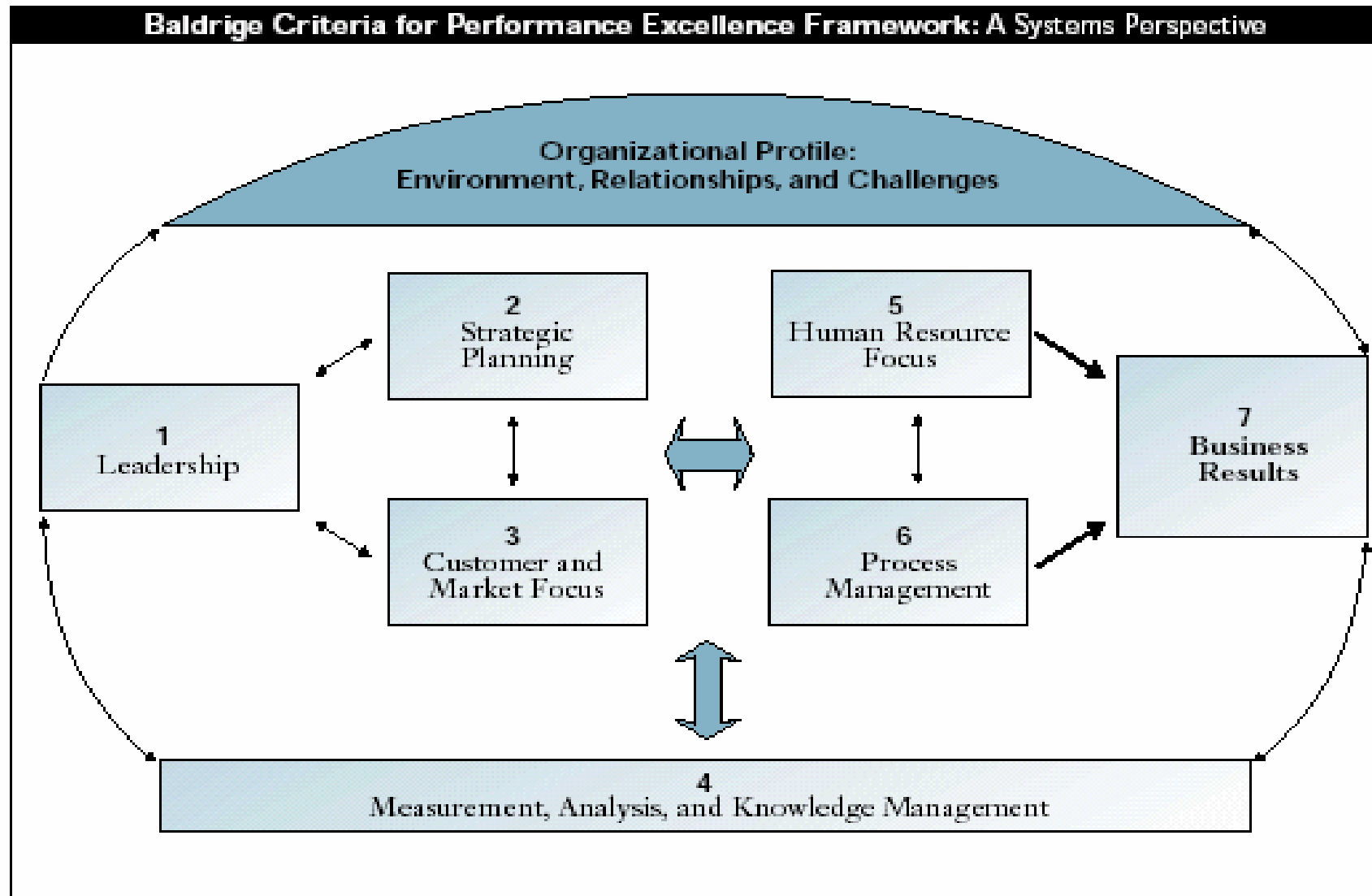
# *Glossary*

## *Performance Excellence*

An **integrated approach** to organizational performance management that **results** in:

- delivery of ever-improving value to customers, contributing to marketplace success
- improvement of overall organizational effectiveness and capabilities
- organizational and personal learning

# Baldrige Criteria Framework: A Systems Perspective





# *Core Values*

Visionary Leadership

Customer -Driven Excellence

Organizational and Personal Learning

Valuing Employees and Partners

Agility

Focus on the Future

Managing for Innovation

Management by Fact

Social Responsibility

Focus on Results and Creating Value

Systems Perspective





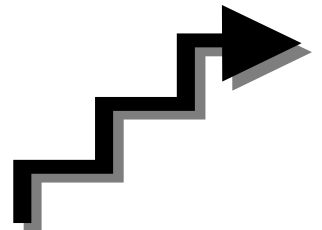
# *Criteria Key Characteristics*

The Criteria focus on results

The Criteria are non-prescriptive and adaptable

The Criteria support a systems perspective

**The Criteria support goal-based diagnosis**





# *Assessment Dimensions and Questions*

Approach/Deployment

Results

Questions

- What
- How





# *Seven Categories of the Business Criteria*

Leadership

Strategic Planning

Customer and Market Focus

Measurement, Analysis, and Knowledge  
Management

Human Resource Focus

Process Management

Business Results



# *Valuing Employees*

**Commitment to satisfaction, development, and well-being**

**Major Challenges:**

**commitment to employee success**

**recognition beyond regular compensation**

**development and progression within the organization**

**sharing of organizational knowledge**

**environment for risk taking**



# *Employee Learning and Motivation*

**contribute to achievement of action plans**

**balance organizational objectives with employee needs**

**address key organizational needs**

**seek and use employee input**

**incorporate organizational learning and knowledge asset**

**deliver education and training**

**reinforce and evaluate training**

**motivate employees**



# ***Human Resource Results***

**Current levels and trends in key measures for:**

**work system performance and effectiveness**

**employee learning and development**

**employee well-being, satisfaction, and dissatisfaction**

**Segment to address diversity and different types and categories of employees**

**Include comparative data**



# ***Top Ten Reasons for Not Using The Baldrige Framework***

**In this economy our focus is on the next quarter.**

**Baldrige takes too much time.**

**They (the Baldrige Criteria) do not apply to us.**

**Our organization is unique.**

**Our plates are full.**

**We already know we are the best.**

**We know what our issues are.**

**We are part of a larger organization, and therefore, do not report our results.**

**There is no comparative information available for a similar organization**

- All of our competitors are privately held or part of a larger organization.**
- What we do is unique and cannot be compared with others.**

**Our leadership does not support it.**



# *Getting Started*

## Criteria Uses:

- Self-assessment

- Applying for a state, local, or organization award

- Applying for the Baldrige National Quality Award





# *Why Self-Assess?*

Respond to external forces

Maintain a leadership position

Improve performance



# *Three Stages of Self-Assessment*

Learning about your organization - Using the Organizational Profile

Learning about your approaches and results - Using the Category Items

Learning about the maturity of your organization - Using the Scoring Guidelines



# *10-Step Plan for Self-Assessment and Action*

- 1. ID organizational boundaries**
- 2. Select 7 Champions**
- 3. Decide on format for assessment**
4. Prepare Profile
5. Practice process with an Item
6. Complete other Items
7. Share responses/  
Identify +'s and OFI's
8. Prioritize
9. Develop/implement  
action plan
10. Evaluate/improve  
process



## *Step 9: Action Planning*

In your Action Plan, include the following:

Issue statement

Action planned

Who

When

How

Measures

sample

**Sample Action Plan to Close One Gap** ONE GAP**Missing information or lack of consensus in information:**

What are the key customer requirements for our three key customer segments?

**Gap:** Although we have a good sense of what our customers want, we do not know specific key requirements for each segment.

**Measures:**

Identify 1-3 key customer requirements for each of three key customer segments within 5 months. All associates will receive information about requirements by October 1.

Action Step	Who	When	How
1. Brainstorm customer requirements.	1. Customer team	1. June 1-29	1. Create cross-functional team from design, production, sales, and service. Generate brainstorm list of customer requirements to use with survey questions. Consolidate list of potential customer requirements.
2. Conduct customer		2. July 2-31	2. Using open-ended questions and brainstormed list, develop survey



# *Are We Making Progress?*

Employee (Leadership Team)  
Questionnaire

Seven Category Framework

40 Statements, 5-Point Scale

Focus Improvement and Communication  
for Your Organization



***Now, It Is Your Turn  
to Participate!***



# *Are We Making Progress?*

Complete the questionnaire

Questionnaires collected

Responses to 40 questions tallied

Discussion of questionnaire findings





# *Role Model Behavior*

Effective, systematic approach

Well deployed

Evaluation, improvement, and learning in place

Alignment across Categories and with organizational needs



# *2002 Baldrige Award Recipients*

Branch-Smith Printing Division

Motorola Inc. Commercial, Government and  
Industrial Solutions Sector (CGISS)

SSM Health Care

# *Branch-Smith Printing Division*

STRATEGIC PLANNING

## **TRAINING AND DEVELOPMENT -**

- **Skills, Safety, Quality**
- **Education assistance**
- **Career development**
- **Cross training**
- **Communication and diversity**
- **Two events per year**
- **Training evaluation**

QUALITY  
INFORMATION  
DATABASE

**INDIVIDUAL**

**WORK GROUP**

**ORGANIZATION**

**LEADERSHIP  
ACCOUNTABILITY**

**1**

**2**

**3**

# Motorola Commercial, Government, and Industrial Solutions Sector

LEADERSHIP SUPPLY

LEADERSHIP PLANNING

PERFORMANCE MANAGEMENT



**MOTOROLA**

CGISS Office of Leadership  
Talent Management Processes

Three parallel processes are used to manage and grow our human assets...with a focus on ensuring the *very best talent is available to meet the needs of the business.*

## CGISS OFFICE OF LEADERSHIP

Corporate /  
Sector

LEADERSHIP SUPPLY

E15+

Sector /  
Group

LEADERSHIP PLANNING

E9-14

Group /  
Divisions

PERFORMANCE MANAGEMENT

E4-14



# *SSM Health Care - Shared Accountability – Low Nursing Turnover*

St. Marys Hospital Medical Center  
(Madison, WI) – 6.5%

St. Marys Health Center (Jefferson  
City, MO) – 7.6%

Cardinal Glennon Children's Hospital  
– 9.4%

St. Joseph Health Center – 6.6%



October 31, 2002

American Organization of Nurse Executives benchmark = 14%-24%



# *How Can I Learn More About Self-Assessment Tools?*

E-Baldrige

Getting Started

Why Apply?

Are We Making Progress

Criteria for Performance Excellence



# *How Can I Learn More About the Baldrige Program?*

Visit our Web site at [www.Baldrige.nist.gov](http://www.Baldrige.nist.gov)

Contact your state or local Baldrige-based  
award program

Attend a conference

Become an Examiner



***THANK YOU***

Rachel Kinney  
Jacqueline Calhoun