
Why articulate the Baldrige Criteria?
Articulating the Criteria questions makes them easier to use and understand. Unlike the official Baldrige Criteria questions which are bundled into densely-worded paragraphs of disparate sentences, the Articulated Criteria simply list the questions individually.

Global Acceptance and Popularity:
The Articulated Criteria are now approved for use by more than 20 national quality and excellence award programs based on the Baldrige Criteria worldwide attesting to their acceptance. Previous versions of the Articulated Criteria have been downloaded thousands of times daily attesting to their popularity.

Consistency of Understanding:
The Articulated Criteria also electronically linked to definitions for all key terms used in the Baldrige Criteria. More than saving time, these links ensure that users understand the terminology. A common understanding is critical because the Examiners are required to use these definitions to conduct an assessment. For example, variation in use of common terms such as ‘CORE COMPETENCIES’, ‘SUSTAINABILITY’, and ‘INTEGRATION’ can and likely will detract from the validity of assessments.

Are the words the same as the Baldrige Criteria?
The words are the same but with a more user friendly format to improve understanding and ease of use. In addition, links to the definitions of all key Baldrige terms have been added as well as links to about 50 Criteria Response Templates (new for 2012). The templates help ensure the validity and integration of the information entered.

Sharing:
Please feel free to share the Articulated Criteria with anyone who may benefit.
P Preface: Organizational Profile

The *Organizational Profile* is a snapshot of your organization, the KEY influences on HOW you operate, and the KEY CHALLENGES you face.

**P.1 Organizational Description:**

What are your KEY organizational characteristics?

Describe your organization’s operating environment and your KEY relationships with CUSTOMERS, suppliers, PARTNERS, and STAKEHOLDERS.

Within your response, include answers to the following questions:

START ANSWERING P.1 QUESTIONS HERE

**P.1a. Organizational Environment**

(1) **Product Offerings** [PRODUCT OFFERINGS TEMPLATE]
    - What are your organization’s main product offerings (see note 1 below)?
    - What is the relative importance of each to your organizational success?
    - What mechanisms do you use to deliver your products?

(2) **VISION and MISSION** [VISION, MISSION, VALUES and CORE COMPETENCIES TEMPLATE]
    - What are the distinctive characteristics of your organizational culture?
    - What are your stated PURPOSE, VISION, VALUES, and MISSION?
    - What are your organization’s CORE COMPETENCIES and their relationship to your MISSION?

(3) **WORKFORCE Profile** [WORKFORCE PROFILE TEMPLATE]
    - What is your WORKFORCE profile?
    - What are your WORKFORCE or employee groups and SEGMENTS?
    - What are their education levels?
    - What are the KEY elements that ENGAGE them in accomplishing your MISSION and VISION?
    - What are your organization’s WORKFORCE and job DIVERSITY, organized bargaining units, KEY WORKFORCE benefits, and special health and safety requirements?

(4) **Assets** [ASSETS TEMPLATE]
    - What are your major facilities, technologies, and equipment?

(5) **Regulatory Requirements** [REGULATORY REQUIREMENTS TEMPLATE]
    - What is the regulatory environment under which your organization operates?
    - What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; industry standards; and environmental, financial, and product regulations?
P.1b. 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 these suppliers, PARTNERS, and COLLABORATORS play in the production and delivery of your KEY products and CUSTOMER support services? What are your KEY mechanisms for communicating with suppliers, PARTNERS, and COLLABORATORS? What role, if any, do these organizations play in implementing INNOVATIONS in your organization? What are your KEY supply-chain requirements?

STOP ANSWERING P.1 QUESTIONS HERE

Notes:

N1. “Product offerings” and “products” refer to the goods and services that your organization offers in the marketplace. Mechanisms for product delivery to your end-use CUSTOMERS might be direct or through dealers, distributors, COLLABORATORS, or channel PARTNERS. Nonprofit organizations might refer to their product offerings as programs, projects, or services.

N2. “CORE COMPETENCIES” refers to your organization’s areas of greatest expertise. Your organization’s CORE COMPETENCIES are those strategically important capabilities that are central to fulfilling your MISSION or provide an advantage in your marketplace or service environment. CORE COMPETENCIES frequently are challenging for competitors or suppliers and PARTNERS to imitate. Also, CORE COMPETENCIES frequently preserve your competitive advantage.

N3. WORKFORCE or employee groups and SEGMENTS (including organized bargaining units) might be based on the type of employment or contract reporting relationship, location, tour of duty, work environment, family-friendly policies, or other factors.

N4. CUSTOMER groups might be based on common expectations, behaviors, preferences, or profiles. Within a group there may be CUSTOMER SEGMENTS based on differences and commonalities. Your markets might be subdivided into market SEGMENTS based on product lines or features, distribution channels, business volume, geography, or other factors that your organization uses to define related market characteristics.

N5. CUSTOMER group and market SEGMENT requirements might include on-time delivery, low defect LEVELS, safety, security, ongoing price reductions, leveraging of technology, rapid response, after-sales service, and multilingual services. STAKEHOLDER group requirements might include socially responsible behavior and community service. For some nonprofit organizations, requirements also might include administrative cost reductions, at-home services, and rapid response to emergencies.
N6. Communication mechanisms (P.1b[3]) should be two-way and in understandable language, and they might be in person, via e-mail, Web-based, or by telephone. For many organizations, these mechanisms may change as marketplace, CUSTOMER, or STAKEHOLDER requirements change.

N7. Many nonprofit organizations rely heavily on volunteers to accomplish their work. These organizations should include volunteers in the discussion of their WORKFORCE (P.1a[3]).

N8. For nonprofit organizations, industry standards (P.1a[5]) might include industry-wide codes of conduct and policy guidance. The term “industry” is used throughout the Criteria to refer to the sector in which you operate. For nonprofit organizations, this sector might be charitable organizations, professional associations and societies, religious organizations, or government entities—or a subsector of one of these.

N9. For some nonprofit organizations, GOVERNANCE and reporting relationships (P.1b[1]) might include relationships with major agency, foundation, or other funding sources.

N10 CUSTOMERS (P.1b[2]) include the users and potential users of your products. In some nonprofit organizations, CUSTOMERS might include members, taxpayers, citizens, recipients, clients, and beneficiaries. Market SEGMENTS might be referred to as constituencies.

Information for Understanding All Criteria Items

For definitions of KEY terms presented throughout the Criteria and scoring guidelines text in caps, see the Glossary of KEY Terms.

Frequently, several questions are grouped under one number (e.g., P.1a[3]). These questions are related and do not require separate responses. These multiple questions serve as a guide in understanding the full meaning of the information being requested.

The items in the Baldrige Criteria are divided into three groups: the Preface, which defines your organizational environment; categories 1–6, which define your organization’s PROCESSES; and category 7, which contains your RESULTS for your organization’s PROCESSES. Only responses to the last two groups are scored during a Baldrige Award evaluation of an organization; the ORGANIZATIONAL PROFILE items are used to provide context for the evaluation.

Item notes serve three purposes: (1) to clarify terms or requirements presented in an item, (2) to give instructions and examples for responding to the item requirements, and (3) to indicate KEY linkages to other items. In all cases, the intent is to help you respond to the item requirements.

A number of item notes include guidance specifically for nonprofit organizations. This information appears in italics.
P.2 Organizational Situation:

What is your organization’s strategic situation?

Describe your organization’s competitive environment, your KEY STRATEGIC CHALLENGES and ADVANTAGES, and your system for PERFORMANCE improvement.

Within your response, include answers to the following questions:

START ANSWERING P.2 QUESTIONS HERE

P.2a. Competitive Environment

(1) Competitive Position

What is your competitive position?

What are your relative size and growth in your industry or markets served?

What are the numbers and types of competitors for your organization?

(2) Competitiveness Changes

What are any KEY changes taking place that affect your competitive situation, including opportunities for INNOVATION and COLLABORATION, as appropriate?

(3) COMPARATIVE Data

What are your KEY available sources of COMPARATIVE and competitive data from within your industry?

What are your KEY available sources of COMPARATIVE data from outside your industry?

What limitations, if any, affect your ability to obtain these data?

P.2b. Strategic Context

What are your KEY business, operational, societal responsibility, and human resource STRATEGIC CHALLENGES and ADVANTAGES?

P.2c. PERFORMANCE Improvement System

What are the KEY elements of your PERFORMANCE improvement system, including your evaluation, organizational LEARNING, and INNOVATION PROCESSES?

STOP ANSWERING P.2 QUESTIONS HERE

Notes:

N1. STRATEGIC CHALLENGES and ADVANTAGES (P.2b) might relate to technology, products, your operations, your CUSTOMER support, your industry, globalization, your VALUE chain, and people. STRATEGIC ADVANTAGES might include differentiators such as your price leadership, design services, INNOVATION rate, geographic proximity, accessibility, and warranty and product options. For some nonprofit organizations, differentiators also might include your relative influence with decision makers, ratio of administrative costs to programmatic contributions, reputation for program or service delivery, and wait times for service.

N2. PERFORMANCE improvement (P.2c) through LEARNING and INTEGRATION is an assessment dimension used in the SCORING SYSTEM to evaluate the maturity of organizational APPROACHES and DEPLOYMENT. This question is intended to help you and the Baldrige examiners set an overall context for your APPROACH to PERFORMANCE improvement. APPROACHES to PERFORMANCE improvement that are compatible with the systems APPROACH provided by the Baldrige framework should be related to your organization’s needs and might include implementing
a Lean Enterprise System, applying Six Sigma methodology, using ISO standards (e.g., 9000 or 14000), or employing other PROCESS improvement and INNOVATION tools. A growing number of organizations have implemented specific PROCESSES for meeting GOALS in product and PROCESS INNOVATION.

N3. Nonprofit organizations frequently are in a highly competitive environment; they often must compete with other organizations and with alternative sources for similar services to secure financial and volunteer resources, membership, visibility in appropriate communities, and media attention.

N4. For nonprofit organizations, the term “business” (P.2b) is used throughout the Criteria to refer to your main MISSION area or enterprise activity.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
1 Leadership (120 pts.)

The Leadership category examines HOW your organization’s SENIOR LEADERS’ personal actions guide and SUSTAIN your organization. Also examined are your organization’s GOVERNANCE system and HOW your organization fulfills its legal, ETHICAL, and societal responsibilities and supports its KEY communities.

1.1 Senior Leadership:

HOW do your SENIOR LEADERS lead? (70 pts.)

Describe HOW SENIOR LEADERS’ actions guide and SUSTAIN your organization.

Describe HOW SENIOR LEADERS communicate with your WORKFORCE and encourage HIGH PERFORMANCE.

Within your response, include answers to the following questions:

START ANSWERING 1.1 QUESTIONS HERE

1.1a. VISION, VALUES, and MISSION

(1) VISION and VALUES (MISSION, VISION, VALUES TEMPLATE)

HOW do SENIOR LEADERS set your organization’s VISION and VALUES?

HOW do SENIOR LEADERS DEPLOY your organization’s VISION and VALUES through your LEADERSHIP SYSTEM, to the WORKFORCE, to KEY suppliers and PARTNERS, and to CUSTOMERS and other STAKEHOLDERS, as appropriate?

HOW do SENIOR LEADERS’ actions reflect a commitment to the organization’s VALUES?

(2) Promoting Legal and ETHICAL BEHAVIOR (ETHICS and GOVERNANCE TEMPLATE)

HOW do SENIOR LEADERS’ actions demonstrate their commitment to legal and ETHICAL BEHAVIOR?

HOW do they promote an organizational environment that requires it?

(3) Creating a SUSTAINABLE Organization

HOW do SENIOR LEADERS create a SUSTAINABLE organization?

HOW do SENIOR LEADERS achieve the following?

• create an environment for organizational PERFORMANCE improvement, the accomplishment of your MISSION and STRATEGIC OBJECTIVES, INNOVATION, PERFORMANCE leadership, and organizational AGILITY (PROCESSES and SYSTEMS IMPROVEMENT TEMPLATE)

• create a WORKFORCE culture that delivers a consistently positive CUSTOMER experience and fosters CUSTOMER ENGAGEMENT (ORGANIZATIONAL CULTURE APPROACHES)

• create an environment for organizational and WORKFORCE LEARNING (LEARNING and DEVELOPMENT APPROACHES TEMPLATE)

• develop and enhance their leadership skills

• participate in organizational LEARNING, succession planning, and the development of future organizational leaders
1.1b. Communication and Organizational PERFORMANCE

(1) Communication [LEADERSHIP COMMUNICATION TEMPLATE]

HOW do SENIOR LEADERS communicate with and ENGAGE the entire WORKFORCE?

HOW do SENIOR LEADERS achieve the following?

- encourage frank, two-way communication throughout the organization
- communicate KEY decisions
- take an active role in reward and recognition programs to reinforce HIGH PERFORMANCE and a CUSTOMER and business focus

(2) Focus on Action [LEADERSHIP-DRIVEN IMPROVEMENT TEMPLATE]

HOW do SENIOR LEADERS create a focus on action to accomplish the organization’s OBJECTIVES, improve PERFORMANCE, and attain its VISION?

HOW do SENIOR LEADERS identify needed ACTIONS?

HOW do SENIOR LEADERS include a focus on creating and balancing VALUE for CUSTOMERS and other STAKEHOLDERS in their organizational PERFORMANCE expectations?

STOP ANSWERING 1.1 QUESTIONS HERE

Notes:

N1. Organizational VISION (1.1a[1]) should set the context for STRATEGIC OBJECTIVES and ACTION PLANS, which are described in items 2.1 and 2.2.

N2. A SUSTAINABLE organization (1.1a[3]) is capable of addressing current business needs and possesses the AGILITY and strategic management to prepare successfully for its future business, market, and operating environment. Both external and internal factors are considered. In this context, the concept of INNOVATION includes both technological and organizational INNOVATION to help the organization succeed in the future. A SUSTAINABLE organization also ensures a safe and secure environment for the WORKFORCE and other KEY STAKEHOLDERS. An organization’s contributions to environmental, social, and economic systems beyond those of its WORKFORCE and immediate STAKEHOLDERS are considered in its societal responsibilities (item 1.2).

N3. A focus on action (1.1b[2]) considers the strategy, the WORKFORCE, the WORK SYSTEMS, and the assets of your organization. It includes taking intelligent risks and implementing INNOVATIONS and ongoing improvements in PRODUCTIVITY that may be achieved through eliminating waste or reducing CYCLE TIME; it might use techniques such as Six Sigma and Lean. It also includes the ACTIONS to accomplish your organization’s STRATEGIC OBJECTIVES (see 2.2a[1]).

N4. Your organizational PERFORMANCE RESULTS should be reported in items 7.1, 7.2, 7.3, 7.4, or 7.5.

N5. For nonprofit organizations that rely on volunteers to accomplish their work, responses to 1.1b(1) also should discuss your efforts to communicate with and ENGAGE the volunteer WORKFORCE.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
1.2 GOVERNANCE and Societal Responsibilities:

**HOW do you govern and fulfill your societal responsibilities?** (50 pts.)

Describe your organization’s GOVERNANCE system and APPROACH to leadership improvement. Describe HOW your organization ensures legal and ETHICAL BEHAVIOR, fulfills its societal responsibilities, and supports its KEY communities.

Within your response, include answers to the following questions:

**START ANSWERING 1.2 QUESTIONS HERE**

1.2a. Organizational GOVERNANCE

(1) **GOVERNANCE System** [GOVERNANCE SYSTEM TEMPLATE]

HOW does your organization review and achieve the following KEY aspects of your GOVERNANCE system?

• accountability for the management’s actions
• fiscal accountability
• transparency in operations and selection of and disclosure policies for GOVERNANCE board members, as appropriate
• independence in internal and external audits
• protection of STAKEHOLDER and stockholder interests, as appropriate

(2) **PERFORMANCE Evaluation** [ORGANIZATIONAL PERFORMANCE MEASURES, REVIEWS, TRACKING, ANALYSES, and ASSESSMENT TEMPLATE]

HOW do you evaluate the PERFORMANCE of your SENIOR LEADERS, including the chief executive?

HOW do you use these PERFORMANCE evaluations in determining executive compensation?

HOW do you evaluate the PERFORMANCE of members of your GOVERNANCE board, as appropriate?

HOW do SENIOR LEADERS and your GOVERNANCE board use these PERFORMANCE reviews to advance their development and improve both their personal leadership EFFECTIVENESS and that of your board and LEADERSHIP SYSTEM, as appropriate?

1.2b. Legal and ETHICAL BEHAVIOR

(1) **Legal and Regulatory Behavior** [REGULATORY and LEGAL ENVIRONMENT TEMPLATE]

HOW do you address any adverse impacts on society of your products and operations?

HOW do you anticipate public concerns with current and future products and operations?

HOW do you prepare for these impacts and concerns in a proactive manner, including conserving natural resources and using EFFECTIVE supply-chain management PROCESSES, as appropriate?

What are your KEY compliance PROCESSES, MEASURES, and GOALS for achieving and surpassing regulatory and legal requirements, as appropriate?

What are your KEY PROCESSES, MEASURES, and GOALS for addressing risks associated with your products and operations?

(2) **ETHICAL BEHAVIOR** [ETHICAL BEHAVIOR TEMPLATE]

HOW does your organization promote and ensure ETHICAL BEHAVIOR in all interactions?

What are your KEY PROCESSES and MEASURES or INDICATORS for enabling and monitoring ETHICAL BEHAVIOR in your GOVERNANCE structure, throughout your organization, and in interactions with CUSTOMERS, PARTNERS, suppliers, and other STAKEHOLDERS?
HOW do you monitor and respond to breaches of ETHICAL BEHAVIOR?

1.2c. Societal Responsibilities and Support of KEY Communities

(1) Societal Well-Being

HOW do you consider societal well-being and benefit as part of your strategy and daily operations?

HOW do you contribute to the well-being of your environmental, social, and economic systems?

(2) Community Support

HOW does your organization actively support and strengthen your KEY communities?

What are your KEY communities?

HOW do you identify these communities and determine areas for organizational involvement, including areas related to your CORE COMPETENCIES?

HOW do your SENIOR LEADERS, in concert with your WORKFORCE, contribute to improving these communities?

STOP ANSWERING 1.2 QUESTIONS HERE

Notes:

N1. Societal responsibilities in areas critical to your organization’s ongoing marketplace success also should be addressed in Strategy Development (item 2.1) and in Operations Focus (category 6). KEY RESULTS, such as RESULTS related to regulatory and legal requirements (including the RESULTS of mandated financial audits); reductions in environmental impacts through the use of “green” technology, resource-conserving activities, or other means; or improvements in social impacts, such as the global use of enlightened labor practices, should be reported as Leadership and GOVERNANCE Outcomes (item 7.4).

N2. Transparency in operations of your GOVERNANCE system (1.2a[1]) should include your internal controls on GOVERNANCE PROCESSES. For some nonprofit organizations, an external advisory board may provide some or all of the GOVERNANCE board functions. For those nonprofit organizations that serve as stewards of public funds, stewardship of those funds and transparency in operations are areas of emphasis.

N3. Leadership PERFORMANCE evaluation (1.2a[2]) might be supported by peer reviews, formal PERFORMANCE management reviews, and formal or informal WORKFORCE and other STAKEHOLDER feedback and surveys. For some nonprofit and government organizations, external advisory boards might evaluate the PERFORMANCE of SENIOR LEADERS and the GOVERNANCE board.

N4. MEASURES or INDICATORS of ETHICAL BEHAVIOR (1.2b[2]) might include the percentage of independent board members, MEASURES of relationships with stockholder and non-stockholder constituencies, instances of ETHICAL conduct breaches and responses, survey RESULTS on WORKFORCE perceptions of organizational ETHICS, ETHICS hotline use, and RESULTS of ETHICS reviews and audits. They also might include evidence that policies, WORKFORCE training, and monitoring systems are in place with respect to conflicts of interest and proper use of funds.

N5. Areas of societal contributions and community support appropriate for 1.2c might include your efforts to improve the environment (e.g., collaboration to conserve the environment or natural resources); strengthen local community services, education, and health; and improve the practices of trade, business, or professional associations.

N6. The health and safety of your WORKFORCE are not addressed in item 1.2; you should address these WORKFORCE factors in item 5.1.

N7. Nonprofit organizations should report in 1.2b(1), as appropriate, HOW they address the legal and regulatory requirements and standards that govern fundraising and lobbying activities.
N8. For some charitable organizations, societal contributions and support of KEY communities (1.2c) may occur totally through the MISSION-related activities of the organization. In such cases, it is appropriate to respond with any “extra efforts” through which you support these communities.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
2 Strategic Planning (85 pts.)

The Strategic Planning category examines HOW your organization develops STRATEGIC OBJECTIVES and ACTION PLANS. Also examined are HOW your chosen STRATEGIC OBJECTIVES and ACTION PLANS are implemented and changed if circumstances require, and HOW progress is measured.

2.1 Strategy Development:

HOW do you develop your strategy? (40 pts.)

Describe HOW your organization establishes its strategy to address its STRATEGIC CHALLENGES and leverage its STRATEGIC ADVANTAGES.

Summarize your organization’s KEY STRATEGIC OBJECTIVES and their related GOALS.

Within your response, include answers to the following questions:

START ANSWERING 2.1 QUESTIONS HERE

2.1a. Strategy Development PROCESS

1) Strategic Planning PROCESS [STRATEGIC PLANNING PROCESS STEPS TEMPLATE]

   HOW does your organization conduct its strategic planning?

   What are the KEY PROCESS steps?

   Who are the KEY participants?

   HOW does your PROCESS identify potential blind spots?

   HOW do you determine your CORE COMPETENCIES, STRATEGIC CHALLENGES, and STRATEGIC ADVANTAGES (identified in your Organizational Profile)? [STRATEGIC ADVANTAGES and CHALLENGES]

   What are your short-and longer-term planning time horizons?

   HOW are these time horizons set?

   HOW does your strategic planning PROCESS address these time horizons?

2) Strategy Considerations [STRATEGY CONSIDERATIONS TEMPLATE]

   HOW do you ensure that strategic planning addresses the KEY elements listed below?

   HOW do you collect and ANALYZE relevant data and information pertaining to these factors as part of your strategic planning PROCESS?

   • your organization’s strengths, weaknesses, opportunities, and threats
   • early indications of major shifts in technology, markets, products, CUSTOMER preferences, competition, the economy, and the regulatory environment
   • long-term organizational SUSTAINABILITY, including needed CORE COMPETENCIES, and PROJECTIONS of your future PERFORMANCE and your competitors’ or COMPARABLE organizations’ future PERFORMANCE
   • your ability to execute the strategic plan
2.1b. STRATEGIC OBJECTIVES

(1) KEY STRATEGIC OBJECTIVES [STRATEGIC OBJECTIVES TEMPLATE]

What are your KEY STRATEGIC OBJECTIVES and your timetable for accomplishing them?

What are your most important GOALS for these STRATEGIC OBJECTIVES?

(2) STRATEGIC OBJECTIVE Considerations [STRATEGIC OBJECTIVES TEMPLATE]

HOW do your STRATEGIC OBJECTIVES achieve the following?

- address your STRATEGIC CHALLENGES and STRATEGIC ADVANTAGES
- address your opportunities for INNOVATION in products, operations, and your business model
- capitalize on your current CORE COMPETENCIES and address the potential need for new CORE COMPETENCIES
- balance short-and longer-term CHALLENGES and opportunities
- consider and balance the needs of all KEY STAKEHOLDERS
- enhance your ability to adapt to sudden shifts in your market conditions

STOP ANSWERING 2.1 QUESTIONS HERE

Notes:

N1. “Strategy development” refers to your organization’s APPROACH to preparing for the future. Strategy development might utilize various types of forecasts, PROJECTIONS, options, scenarios, KNOWLEDGE (see 4.2a for relevant organizational KNOWLEDGE), or other APPROACHES to envisioning the future for purposes of decision making and resource allocation. Strategy development might involve participation by KEY suppliers, distributors, PARTNERS, and CUSTOMERS. For some nonprofit organizations, strategy development might involve participation by organizations providing similar services or drawing from the same donor population or volunteer WORKFORCE.

N2. The term “strategy” should be interpreted broadly. Strategy might be built around or lead to any or all of the following: new products; redefinition of KEY CUSTOMER groups or market SEGMENTS; intelligent risks; new CORE COMPETENCIES; revenue growth via various APPROACHES, including acquisitions, grants, and endowments; divestitures; new PARTNERSHIPS and alliances; and new employee or volunteer relationships. Strategy might be directed toward becoming a preferred supplier, a local supplier in each of your major CUSTOMERS’ or PARTNERS’ markets, a low-cost producer, a market INNOVATOR, or a provider of a high-end or customized product or service. It also might be directed toward meeting a community or public need.

N3. Your organization’s strengths, weaknesses, opportunities, and threats (2.1a[2]) should address all factors that are KEY to your organization’s future success, including the following, as appropriate: your CUSTOMER and market requirements, expectations, and opportunities; your opportunities for INNOVATION and role-model PERFORMANCE; your CORE COMPETENCIES; your competitive environment and your PERFORMANCE now and in the future relative to competitors and COMPARABLE organizations; your product life cycle; technological and other KEY INNOVATIONS or changes that might affect your products and services and HOW you operate, as well as the rate of INNOVATION; your WORKFORCE and other resource needs; your ability to capitalize on DIVERSITY; your opportunities to redirect resources to higher-priority products, services, or areas; financial, societal, ETHICAL, regulatory, technological, security, and other potential risks and opportunities; your ability to prevent and respond to emergencies, including natural or other disasters; changes in the national or global economy; requirements for and strengths and weaknesses of your PARTNERS and supply chain; changes in your parent organization; and other factors unique to your organization.

N4. Your ability to execute the strategic plan (2.1a[2]) should address your ability to mobilize the necessary resources and KNOWLEDGE. It also should address your organizational AGILITY based on contingency plans or, if circumstances require, a shift in plans and rapid execution of new or changed plans.
N5. STRATEGIC OBJECTIVES that address KEY CHALLENGES and ADVANTAGES (2.1b[2]) might include rapid response, customization, co-location with major CUSTOMERS or PARTNERS, WORKFORCE CAPABILITY and CAPACITY, specific joint ventures, virtual manufacturing, rapid INNOVATION, ISO quality or environmental systems registration, societal responsibility actions or leadership, Web-based supplier and CUSTOMER relationship management, and product and service quality enhancements. Responses to item 2.1 should focus on your specific CHALLENGES and ADVANTAGES—that those most important to your ongoing success and to strengthening your organization’s overall PERFORMANCE.

N6. Item 2.1 addresses your overall organizational strategy, which might include changes in product offerings and CUSTOMER ENGAGEMENT PROCESSES. However, the item does not address product design or CUSTOMER ENGAGEMENT strategies; you should address these factors in items 3.2 and 6.1, as appropriate.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
2.2 Strategy Implementation:

**HOW do you implement your strategy?** (45 pts.)

Describe **HOW** your organization converts its **STRATEGIC OBJECTIVES** into **ACTION PLANS**.

Summarize your organization’s **ACTION PLANS**, **HOW** they are **DEPLOYED**, and **KEY ACTION PLAN PERFORMANCE MEASURES** or **INDICATORS**.

Project your organization’s future **PERFORMANCE** relative to **KEY COMPARISONS** on these **PERFORMANCE MEASURES** or **INDICATORS**.

Within your response, include answers to the following questions:

**START ANSWERING 2.2 QUESTIONS HERE**

### 2.2a. ACTION PLAN Development and DEPLOYMENT

1. **ACTION PLAN Development** [STRATEGIC ACTION PLANS TEMPLATE]
   - **HOW** do you develop your **ACTION PLANS**?
   - What are your **KEY** short- and longer-term **ACTION PLANS** and their relationship to your **STRATEGIC OBJECTIVES**?
   - What are the **KEY** planned changes, if any, in your products, your **CUSTOMERS** and markets, your suppliers and **PARTNERS**, and **HOW** you will operate? [PLANNED CHANGES TEMPLATE]

2. **ACTION PLAN Implementation** [STRATEGIC ACTION PLANS TEMPLATE]
   - **HOW** do you **DEPLOY ACTION PLANS** throughout the organization to your **WORKFORCE** and to **KEY** suppliers and **PARTNERS**, as appropriate, to achieve your **KEY STRATEGIC OBJECTIVES**?
   - **HOW** do you ensure that the **KEY** outcomes of your **ACTION PLANS** can be **SUSTAINED**?

3. **Resource Allocation**
   - **HOW** do you ensure that financial and other resources are available to support the accomplishment of your **ACTION PLANS**, while meeting current obligations?
   - **HOW** do you allocate these resources to support the accomplishment of the **PLANS**?
   - **HOW** do you manage the financial and other risks associated with the plans to ensure the financial viability of your organization?

4. **WORKFORCE Plans** [WORKFORCE PLANS ALIGNMENT to STRATEGY TEMPLATE]
   - What are your **KEY** human resource or **WORKFORCE** plans to accomplish your short- and longer-term **STRATEGIC OBJECTIVES** and **ACTION PLANS**?
   - **HOW** do the plans address potential impacts on your **WORKFORCE** members and any potential changes to **WORKFORCE CAPABILITY** and **CAPACITY** needs?

5. **PERFORMANCE MEASURES** [STRATEGIC ACTION PLANS TEMPLATE]
   - What are your **KEY PERFORMANCE MEASURES** or **INDICATORS** for tracking the achievement and **EFFECTIVENESS** of your **ACTION PLANS**?
   - **HOW** do you ensure that your overall **ACTION PLAN MEASUREMENT** system reinforces organizational **ALIGNMENT**?
   - **HOW** do you ensure that the **MEASUREMENT** system covers all **KEY DEPLOYMENT** areas and **STAKEHOLDERS**?

6. **ACTION PLAN Modification** [PLANNED CHANGES TEMPLATE]
2012 Baldrige ARTICULATED Criteria

HOW do you establish and implement modified ACTION PLANS if circumstances require a shift in PLANS and rapid execution of new PLANS?

2.2b. PERFORMANCE PROJECTIONS [PERFORMANCE PROJECTIONS TEMPLATE]

For the KEY PERFORMANCE MEASURES or INDICATORS identified in 2.2a(5), what are your PERFORMANCE PROJECTIONS for both your short- and longer-term planning time horizons?

HOW does your PROJECTED PERFORMANCE on these MEASURES or INDICATORS COMPARE with the PROJECTED PERFORMANCE of your competitors or COMPARABLE organizations?

HOW does it COMPARE with KEY BENCHMARKS, GOALS, and past PERFORMANCE, as appropriate?

If there are current or PROJECTED gaps in PERFORMANCE against your competitors or COMPARABLE organizations, HOW will you address them?

STOP ANSWERING 2.2 QUESTIONS HERE

Notes:

N1. Strategy and ACTION PLAN development and DEPLOYMENT are closely linked to other items in the Criteria. The following are examples of KEY linkages:

• item 1.1 for HOW your SENIOR LEADERS set and communicate organizational direction
• category 3 for gathering CUSTOMER and market KNOWLEDGE as input to your strategy and ACTION PLANS and for DEPLOYING ACTION PLANS
• category 4 for MEASUREMENT, ANALYSIS, and KNOWLEDGE management to support your KEY information needs, support your development of strategy, provide an EFFECTIVE basis for your PERFORMANCE MEASUREMENTS, and track progress relative to your STRATEGIC OBJECTIVES and ACTION PLANS
• category 5 for meeting your WORKFORCE CAPABILITY and CAPACITY needs, for WORKFORCE development and LEARNING system design and needs, and for implementing WORKFORCE-related changes resulting from ACTION PLANS
• category 6 for changes to CORE COMPETENCIES, WORK SYSTEMS, and WORK PROCESS requirements resulting from your ACTION PLANS
• item 7.1 for specific accomplishments relative to your organizational strategy and ACTION PLANS

N2. MEASURES and INDICATORS of PROJECTED PERFORMANCE (2.2b) might include changes resulting from new ventures; organizational acquisitions or mergers; new VALUE creation; market entry and shifts; new legislative mandates, legal requirements, or industry standards; and significant anticipated INNOVATIONS in products and technology.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
3 CUSTOMER Focus (85 pts.)

The CUSTOMER Focus category examines HOW your organization ENGAGES its CUSTOMERS for long-term marketplace success. This ENGAGEMENT strategy includes HOW your organization listens to the VOICE OF ITS CUSTOMERS, builds CUSTOMER relationships, and uses CUSTOMER information to improve and identify opportunities for INNOVATION.

3.1 VOICE of the CUSTOMER:

HOW do you obtain information from your CUSTOMERS? (45 pts.)

Describe HOW your organization listens to your CUSTOMERS and gains satisfaction and dissatisfaction information. Within your response, include answers to the following questions:

START ANSWERING 3.1 QUESTIONS HERE

3.1a. CUSTOMER Listening

(1) Listening to Current CUSTOMERS (CUSTOMER LISTENING APPROACHES TEMPLATE)

HOW do you listen to CUSTOMERS to obtain actionable information?

HOW do your listening methods vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS?

HOW do you use social media and Web-based technologies to listen to CUSTOMERS, as appropriate?

HOW do your listening methods vary across the CUSTOMER life cycle?

HOW do you follow up with CUSTOMERS on the quality of products, CUSTOMER support, and transactions to receive immediate and actionable feedback?

(2) Listening to Potential CUSTOMERS (CUSTOMER LISTENING APPROACHES TEMPLATE)

HOW do you listen to former CUSTOMERS, potential CUSTOMERS, and CUSTOMERS of competitors to obtain actionable information and to obtain feedback on your products, CUSTOMER support, and transactions, as appropriate?

3.1b. Determination of CUSTOMER Satisfaction and ENGAGEMENT

(1) Satisfaction and ENGAGEMENT (CUSTOMER SATISFACTION and ENGAGEMENT TEMPLATE)

HOW do you determine CUSTOMER satisfaction and ENGAGEMENT?

HOW do these determination methods differ among CUSTOMER groups and market SEGMENTS, as appropriate?

HOW do your MEASUREMENTS capture actionable information for use in exceeding your CUSTOMERS’ expectations and securing your CUSTOMERS’ ENGAGEMENT?

(2) Satisfaction Relative to Competitors (CUSTOMER SATISFACTION and ENGAGEMENT TEMPLATE)

HOW do you obtain information on your CUSTOMERS’ satisfaction relative to their satisfaction with your competitors?

HOW do you obtain information on your CUSTOMERS’ satisfaction relative to the satisfaction LEVELS of CUSTOMERS of other organizations providing similar products or to industry BENCHMARKS, as appropriate?

(3) Dissatisfaction (CUSTOMER SATISFACTION and ENGAGEMENT TEMPLATE)

HOW do you determine CUSTOMER dissatisfaction?
HOW do your MEASUREMENTS capture actionable information for use in meeting your CUSTOMERS’ requirements and exceeding their expectations in the future?

STOP ANSWERING 3.1 QUESTIONS HERE

Notes:

N1. The “VOICE OF THE CUSTOMER” refers to your PROCESS for capturing CUSTOMER-related information. VOICE-OF-THE-CUSTOMER PROCESSES are intended to be proactive and continuously INNOVATIVE to capture stated, unstated, and anticipated CUSTOMER requirements, expectations, and desires. The GOAL is to achieve CUSTOMER ENGAGEMENT. Listening to the VOICE OF THE CUSTOMER might include gathering and INTEGRATING various types of CUSTOMER data, such as survey data, focus group findings, blog comments and other social media data, warranty data, marketing and sales information, and complaint data that affect CUSTOMERS’ purchasing and ENGAGEMENT decisions.

N2. Use of social media and Web-based technologies to listen to CUSTOMERS (3.1a[1]) provides a newer mode of gathering insight into CUSTOMER perceptions of all aspects of your involvement with them. Use of social media may include blogs moderated by your organization and unsolicited opportunities to learn based on social media outlets your organization does not control, such as wikis, online forums, and blogs not moderated by your organization.

N3. The CUSTOMER life cycle (3.1a[1]) begins in the product concept or pre-sale period and should include all stages of your involvement with the CUSTOMER. This might include relationship building, the active business relationship, and an exit strategy, as appropriate.

N4. Determining CUSTOMER satisfaction and dissatisfaction (3.1b) might include the use of any or all of the following: surveys, formal and informal feedback, CUSTOMER account histories, complaints, field reports, win/loss ANALYSIS, CUSTOMER referral rates, and transaction completion rates. Information might be gathered on the Web, through personal contact or a third party, or by mail. Determining CUSTOMER dissatisfaction should be seen as more than reviewing low CUSTOMER satisfaction scores. Dissatisfaction should be independently determined to identify root causes and enable a systematic remedy to avoid future dissatisfaction.

N5. Determining relative CUSTOMER satisfaction (3.1b[2]) may involve COMPARISONS with competitors, COMPARISONS with other organizations that deliver similar products in a noncompetitive marketplace, or COMPARISONS achieved through trade or other organizations. Determining relative CUSTOMER satisfaction also may involve determining why CUSTOMERS choose your competitors over you.

N6. For additional considerations on products and the business of nonprofit organizations, see item P.1, note 1, and item P.2, note 4.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
3.2 CUSTOMER ENGAGEMENT:

HOW do you ENGAGE CUSTOMERS to serve their needs and build relationships? (40 pts.)

Describe HOW your organization determines product offerings and communication mechanisms to support CUSTOMERS.

Describe HOW your organization builds CUSTOMER relationships.

Within your response, include answers to the following questions:

START ANSWERING 3.2 QUESTIONS HERE

3.2a. Product Offerings and CUSTOMER Support

(1) Product Offerings [PRODUCT and SERVICE OFFERINGS TEMPLATE]

HOW do you identify CUSTOMER and market requirements for product offerings and services?

HOW do you identify and INNOVATE product offerings to meet the requirements and exceed the expectations of your CUSTOMER groups and market SEGMENTS (identified in your Organizational Profile)?

HOW do you identify and INNOVATE product offerings to enter new markets, to attract new CUSTOMERS, and to provide opportunities for expanding relationships with existing CUSTOMERS, as appropriate?

(2) CUSTOMER Support [CUSTOMER SUPPORT TEMPLATE]

HOW do you enable CUSTOMERS to seek information and CUSTOMER support?

HOW do you enable them to conduct their business with you and provide feedback on your products and your CUSTOMER support?

What are your KEY means of CUSTOMER support, including your KEY communication mechanisms?

HOW do they vary for different CUSTOMERS, CUSTOMER groups, or market SEGMENTS?

HOW do you determine your CUSTOMERS’ KEY support requirements?

HOW do you ensure that CUSTOMER support requirements are DEPLOYED to all people and PROCESSES involved in CUSTOMER support?

(3) CUSTOMER SEGMENTATION [CUSTOMER SEGMENTATION TEMPLATE]

HOW do you use CUSTOMER, market, and product offering information to identify current and anticipate future CUSTOMER groups and market SEGMENTS?

HOW do you consider CUSTOMERS of competitors and other potential CUSTOMERS and markets in this SEGMENTATION?

HOW do you determine which CUSTOMERS, CUSTOMER groups, and market SEGMENTS to pursue for current and future products?

(4) CUSTOMER Data Use [CUSTOMER DATA USE TEMPLATE]

HOW do you use CUSTOMER, market, and product offering information to improve marketing, build a more CUSTOMER-focused culture, and identify opportunities for INNOVATION?
3.2b. Building CUSTOMER Relationships

(1) Relationship Management

HOW do you market, build, and manage relationships with CUSTOMERS to achieve the following?

- acquire CUSTOMERS and build market share
- retain CUSTOMERS, meet their requirements, and exceed their expectations in each stage of the CUSTOMER life cycle
- increase their ENGAGEMENT with you

(2) Complaint Management

HOW do you manage CUSTOMER complaints?

HOW does your CUSTOMER complaint management PROCESS ensure that complaints are resolved promptly and EFFECTIVELY?

HOW does your CUSTOMER complaint management PROCESS enable you to recover your CUSTOMERS’ confidence and enhance their satisfaction and ENGAGEMENT?

STOP ANSWERING 3.2 QUESTIONS HERE

Notes:

N1. “CUSTOMER ENGAGEMENT” refers to your CUSTOMERS’ investment in your brand and product offerings. Characteristics of ENGAGEMENT include CUSTOMER retention and loyalty, CUSTOMERS’ willingness to make an effort to do business—and increase their business—with your organization, and CUSTOMERS’ willingness to actively advocate for and recommend your brand and product offerings.

N2. “Product offerings” and “products” refer to the goods and services that you offer in the marketplace. Product offerings (3.2a) should consider all the important characteristics of products and services and their PERFORMANCE throughout their full life cycle and the full “consumption chain.” The focus should be on features that affect CUSTOMER preference and loyalty—for example, those features that differentiate your products from competing offerings or other organizations’ services. Those features might include price, reliability, VALUE, delivery, timeliness, ease of use, requirements for the use and disposal of hazardous materials, CUSTOMER or technical support, and the sales relationship. KEY product features also might take into account how transactions occur and factors such as the privacy and security of CUSTOMER data. Your RESULTS on PERFORMANCE relative to KEY product features should be reported in item 7.1, and those concerning CUSTOMER perceptions and actions (outcomes) should be reported in item 7.2.

N3. The GOAL of CUSTOMER support (3.2a[2]) is to make your organization easy to do business with and responsive to your CUSTOMERS’ expectations.

N4. Building CUSTOMER relationships (3.2b) might include the development of PARTNERSHIPS or alliances with CUSTOMERS.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
4 MEASUREMENT, ANALYSIS, and Knowledge Management (90 pts.)

The **MEASUREMENT, ANALYSIS, and KNOWLEDGE Management** category examines **HOW** your organization selects, gathers, ANALYZES, manages, and improves its data, information, and KNOWLEDGE ASSETS and **HOW** it manages its information technology. The category also examines **HOW** your organization uses review findings to improve its PERFORMANCE.

### 4.1 MEASUREMENT, ANALYSIS, and Improvement of Organizational PERFORMANCE:

**HOW** do you MEASURE, ANALYZE, and then improve organizational PERFORMANCE? (45 pts.)

Describe **HOW** your organization MEASURES, ANALYZES, reviews, and improves its PERFORMANCE through the use of data and information at all levels and in all parts of your organization.

Within your response, include answers to the following questions:

**START ANSWERING 4.1 QUESTIONS HERE**

#### 4.1a. PERFORMANCE MEASUREMENT

1. **PERFORMANCE MEASURES**

   HOW do you select, collect, ALIGN, and INTEGRATE data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? [PERFORMANCE MEASURES SELECTION and ALIGNMENT TEMPLATE]

   What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? [PERFORMANCE MEASURES and TRACKING TEMPLATE]

   HOW frequently do you track these MEASURES? [PERFORMANCE MEASURES and TRACKING TEMPLATE]

   HOW do you use these data and information to support organizational decision making and INNOVATION? [PERFORMANCE MEASURES USE TEMPLATE]

   **COMPARATIVE Data** [COMPARISONS SELECTION CRITERIA TEMPLATE] and [PERFORMANCE MEASURES USE TEMPLATE]

   HOW do you select and ensure the EFFECTIVE use of KEY COMPARATIVE data and information to support operational and strategic decision making and INNOVATION?

2. **COMPARATIVE Data** [COMPARISONS SELECTION CRITERIA TEMPLATE] and [PERFORMANCE MEASURES USE TEMPLATE]

   HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and information (including complaints) to support operational and strategic decision making and INNOVATION?

3. **CUSTOMER Data** [PERFORMANCE MEASURES USE TEMPLATE]

   HOW do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and information (including complaints) to support operational and strategic decision making and INNOVATION?

4. **MEASUREMENT AGILITY**

   HOW do you ensure that your PERFORMANCE MEASUREMENT system is able to respond to rapid or unexpected organizational or external changes?

#### 4.1b. PERFORMANCE ANALYSIS and Review [PERFORMANCE ANALYSIS and REVIEW TEMPLATE]

HOW do you review organizational PERFORMANCE and CAPABILITIES?

HOW do you use your KEY organizational PERFORMANCE MEASURES in these reviews?

What ANALYSES do you perform to support these reviews and ensure that conclusions are valid?
HOW do you use these reviews to assess organizational success, competitive PERFORMANCE, financial health, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS?

HOW do you use these reviews to assess your organization’s ability to respond rapidly to changing organizational needs and CHALLENGES in your operating environment?

4.1c. PERFORMANCE Improvement

(1) Best-Practice Sharing (KNOWLEDGE COLLECTION and SHARING TEMPLATE)

HOW do you use PERFORMANCE review findings to share lessons learned and best practices across organizational units and WORK PROCESSES?

(2) Future PERFORMANCE

HOW do you use PERFORMANCE review findings and KEY COMPARATIVE and competitive data to project future PERFORMANCE?

(3) Continuous Improvement and INNOVATION (PERFORMANCE IMPROVEMENT APPROACHES TEMPLATE)

HOW do you use organizational PERFORMANCE review findings to develop priorities for continuous improvement and opportunities for INNOVATION?

HOW are these priorities and opportunities DEPLOYED to work group and functional-level operations throughout your organization?

When appropriate, HOW are the priorities and opportunities DEPLOYED to your suppliers, PARTNERS, and COLLABORATORS to ensure organizational ALIGNMENT?

STOP ANSWERING 4.1 QUESTIONS HERE

Notes:

N1. PERFORMANCE MEASUREMENT (4.1a) is used in fact-based decision making for setting and ALIGNING organizational directions and resource use at the work unit, KEY PROCESS, departmental, and organizational LEVELS.

N2. COMPARATIVE data and information (4.1a[2]) are obtained by BENCHMARKING and by seeking competitive COMPARISONS. “BENCHMARKING” refers to identifying PROCESSES and RESULTS that represent best practices and PERFORMANCE for similar activities, inside or outside your organization’s industry. Competitive COMPARISONS relate your organization’s PERFORMANCE to that of competitors and other organizations providing similar products and services.

N3. Organizational PERFORMANCE reviews (4.1b) should be informed by organizational PERFORMANCE MEASUREMENT and by PERFORMANCE MEASURES reported throughout your Criteria item responses, and they should be guided by the STRATEGIC OBJECTIVES and ACTION PLANS described in items 2.1 and 2.2. The reviews also might be informed by internal or external Baldrige assessments.

N4. PERFORMANCE ANALYSIS (4.1b) includes examining PERFORMANCE TRENDS; organizational, industry, and technology PROJECTIONS; and COMPARISONS, cause-effect relationships, and correlations. PERFORMANCE ANALYSIS should support your PERFORMANCE reviews, help determine root causes, and help set priorities for resource use. Accordingly, such ANALYSIS draws on all types of data: CUSTOMER-related, financial and market, operational, and competitive.

N5. The RESULTS of organizational PERFORMANCE ANALYSIS and review should contribute to your organizational strategic planning in category 2.

N6. Your organizational PERFORMANCE RESULTS should be reported in items 7.1, 7.2, 7.3, 7.4, and 7.5

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
4.2 Management of Information, KNOWLEDGE, and Information Technology:

HOW do you manage your information, organizational KNOWLEDGE, and information technology? (45 pts.)

Describe HOW your organization builds and manages its KNOWLEDGE ASSETS.

Describe HOW your organization ensures the quality and availability of needed data, information, software, and hardware for your WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS.

Within your response, include answers to the following questions:

START ANSWERING 4.2 QUESTIONS HERE

4.2a. Data, Information, and KNOWLEDGE Management

(1) Properties [KNOWLEDGE PROPERTIES MANAGEMENT TEMPLATE]

HOW do you manage your organizational data, information, and KNOWLEDGE to ensure the following properties?

• accuracy
• integrity and reliability
• timeliness
• security and confidentiality

(2) Data and Information Availability [DATA and INFORMATION AVAILABILITY TEMPLATE]

HOW do you make needed data and information available to your WORKFORCE, suppliers, PARTNERS, COLLABORATORS, and CUSTOMERS, as appropriate?

(3) KNOWLEDGE Management [KNOWLEDGE COLLECTION and SHARING TEMPLATE]

WHAT do you manage organizational KNOWLEDGE to accomplish the following?

• the collection and transfer of WORKFORCE KNOWLEDGE
• the transfer of relevant KNOWLEDGE from and to CUSTOMERS, suppliers, PARTNERS, and COLLABORATORS
• the rapid identification, sharing, and implementation of best practices
• the assembly and transfer of relevant KNOWLEDGE for use in your INNOVATION and strategic planning PROCESSES

4.2b. Management of Information Resources and Technology

(1) Hardware and Software Properties [HARDWARE and SOFTWARE PROPERTIES TEMPLATE]

HOW do you ensure that hardware and software are reliable, secure, and user-friendly?

(2) Emergency Availability [EMERGENCY AVAILABILITY TEMPLATE]

In the event of an emergency, HOW do you ensure the continued availability of hardware and software systems and the continued availability of data and information to EFFECTIVELY serve CUSTOMERS and business needs?

STOP ANSWERING 4.2 QUESTIONS HERE

Note:

N1. Data and information access (4.2a[2]) might be via electronic or other means.

All terms in CAPS are links to their definitions.
5 **WORKFORCE Focus** (85 pts.)

The **WORKFORCE Focus** category examines your ability to assess **WORKFORCE CAPABILITY** and **CAPACITY** needs and build a **WORKFORCE** environment conducive to **HIGH PERFORMANCE**. The category also examines **HOW** your organization **ENGAGES**, manages, and develops your **WORKFORCE** to utilize its full potential in **ALIGNMENT** with your organization’s overall **MISSION**, strategy, and **ACTION PLANS**.

### 5.1 WORKFORCE Environment:

**HOW** do you build an **EFFECTIVE** and supportive **WORKFORCE** environment?

(40 pts.)

Describe **HOW** your organization manages **WORKFORCE CAPABILITY** and **CAPACITY** to accomplish the work of the organization.

Describe **HOW** your organization maintains a safe, secure, and supportive work climate.

Within your response, include answers to the following questions:

START ANSWERING 5.1 QUESTIONS HERE

#### 5.1a. **WORKFORCE CAPABILITY** and **CAPACITY**

1. **CAPABILITY** and **CAPACITY** ([WORKFORCE CAPABILITY and CAPACITY ASSESSMENT TEMPLATE])
   
   **HOW** do you assess your **WORKFORCE CAPABILITY** and **CAPACITY** needs, including skills, competencies, and staffing levels?

2. **New WORKFORCE Members** ([NEW WORKFORCE MEMBERS TEMPLATE])
   
   **HOW** do you recruit, hire, place, and retain new members of your **WORKFORCE**?
   
   **HOW** do you ensure that your **WORKFORCE** represents the **DIVERSE** ideas, cultures, and thinking of your hiring and **CUSTOMER** community?

3. **Work Accomplishment** ([WORK ACCOMPLISHMENT TEMPLATE])
   
   **HOW** do you organize and manage your **WORKFORCE** to achieve the following?
   
   - accomplish the work of your organization
   - capitalize on the organization’s **CORE COMPETENCIES**
   - reinforce a **CUSTOMER** and business focus
   - exceed **PERFORMANCE** expectations
   - address your **STRATEGIC CHALLENGES** and **ACTION PLANS**

4. **WORKFORCE Change Management** ([WORKFORCE CHANGE MANAGEMENT TEMPLATE])
   
   **HOW** do you prepare your **WORKFORCE** for changing **CAPABILITY** and **CAPACITY** needs?
   
   **HOW** do you manage your **WORKFORCE**, its needs, and your needs to ensure continuity, prevent **WORKFORCE** reductions, and minimize the impact of **WORKFORCE** reductions, if they do become necessary?
   
   **HOW** do you prepare for and manage periods of **WORKFORCE** growth?
5.1b. **WORKFORCE** Climate

(1) **Workplace Environment** ([WORKPLACE ENVIRONMENT TEMPLATE](#))

How do you address workplace environmental factors, including accessibility, to ensure and improve WORKFORCE health, safety, and security?

What are your PERFORMANCE MEASURES and improvement GOALS for each of these WORKFORCE needs?

What are any significant differences in these factors and PERFORMANCE MEASURES or targets for different workplace environments?

(2) **WORKFORCE** Policies and Benefits ([WORKFORCE POLICIES AND BENEFITS TEMPLATE](#))

How do you support your WORKFORCE via policies, services, and benefits?

How are these tailored to the needs of a DIVERSE WORKFORCE and different WORKFORCE groups and SEGMENTS?

STOP ANSWERING 5.1 QUESTIONS HERE

Notes:

N1. "**WORKFORCE**" refers to the people actively involved in accomplishing the work of your organization. It includes your organization’s permanent, temporary, and part-time personnel, as well as any contract employees supervised by your organization. It includes team leaders, supervisors, and managers at all levels. People supervised by a contractor should be addressed in category 6 as part of your larger WORK SYSTEMS. For nonprofit organizations that also rely on volunteers, "**WORKFORCE**" includes these volunteers.

N2. "**WORKFORCE CAPABILITY**" (5.1a) refers to your organization’s ability to accomplish its WORK PROCESSES through the KNOWLEDGE, skills, abilities, and competencies of its people. CAPABILITY may include the ability to build and SUSTAIN relationships with your CUSTOMERS; INNOVATE and transition to new technologies; develop new products, services, and WORK PROCESSES; and meet changing business, market, and regulatory demands. "**WORKFORCE CAPACITY**” (5.1a) refers to your organization’s ability to ensure sufficient staffing levels to accomplish its WORK PROCESSES and successfully deliver your products to your CUSTOMERS, including the ability to meet seasonal or varying demand levels.

N3. **WORKFORCE CAPABILITY** and **CAPACITY** should consider not only current needs but also future requirements based on your STRATEGIC OBJECTIVES and ACTION PLANS reported in Category 2.

N4. 5.1a(2) addresses only new WORKFORCE members. The retention of existing WORKFORCE members is considered in Item 5.2, WORKFORCE ENGAGEMENT.

N5. Preparing your WORKFORCE for changing CAPABILITY and CAPACITY needs (5.1a[4]) might include training, education, frequent communication, considerations of WORKFORCE employment and employability, career counseling, and outplacement and other services.

All terms in CAPS are links to their definitions

[Baldrige Excellence Tools and Resources Menu](#)
5.2 WORKFORCE ENGAGEMENT:

**HOW** do you **ENGAGE** your **WORKFORCE** to achieve organizational and personal success? (45 pts.)

Describe **HOW** your organization **ENGAGES**, compensates, and rewards your **WORKFORCE** to achieve **HIGH PERFORMANCE**.

Describe **HOW** you assess **WORKFORCE ENGAGEMENT** and use the **RESULTS** to achieve higher **PERFORMANCE**.

Describe **HOW** members of your **WORKFORCE**, including leaders, are developed to achieve **HIGH PERFORMANCE**.

Within your response, include answers to the following questions:

**START ANSWERING 5.2 QUESTIONS HERE**

5.2a. **WORKFORCE PERFORMANCE**

(1) **Elements of ENGAGEMENT**

**HOW** do you determine the **KEY** elements that affect **WORKFORCE ENGAGEMENT**?

**HOW** do you determine the **KEY** elements that affect **WORKFORCE** satisfaction?

**HOW** are these elements determined for different **WORKFORCE** groups and **SEGMENTS**?

(2) **Organizational Culture**

**HOW** do you foster an organizational culture that is characterized by open communication, **HIGH-PERFORMANCE WORK**, and an **ENGAGED WORKFORCE**?

**HOW** do you ensure that your organizational culture benefits from the **DIVERSE** ideas, cultures, and thinking of your **WORKFORCE**?

(3) **PERFORMANCE Management**

**HOW** does your **WORKFORCE PERFORMANCE** management system achieve the following?

- support **HIGH-PERFORMANCE WORK** and **WORKFORCE ENGAGEMENT**
- consider **WORKFORCE** compensation, reward, recognition, and incentive practices
- reinforce a **CUSTOMER** and business focus and achievement of your **ACTION PLANS**

5.2b. **Assessment of WORKFORCE ENGAGEMENT**

(1) **Assessment of ENGAGEMENT**

**HOW** do you assess **WORKFORCE ENGAGEMENT**?

What formal and informal assessment methods and **MEASURES** do you use to determine **WORKFORCE ENGAGEMENT** and **WORKFORCE** satisfaction?

**HOW** do these methods and **MEASURES** differ across **WORKFORCE** groups and **SEGMENTS**?

**HOW** do you use other **INDICATORS**, such as **WORKFORCE** retention, absenteeism, grievances, safety, and **PRODUCTIVITY**, to assess and improve **WORKFORCE ENGAGEMENT**?

(2) **Correlation with Business RESULTS**

**HOW** do you relate your **WORKFORCE ENGAGEMENT** assessment findings to **KEY** business **RESULTS** reported in **category 7** to identify opportunities for improvement in both **WORKFORCE ENGAGEMENT** and business **RESULTS**?
5.2c. **WORKFORCE** and Leader Development

(1) **LEARNING and Development System** ([LEARNING AND DEVELOPMENT TEMPLATE](#))

HOW does your LEARNING and development system address the following factors for your WORKFORCE members and leaders?

- your organization’s **CORE COMPETENCIES**, **STRATEGIC CHALLENGES**, and accomplishment of its **ACTION PLANS**, both short-term and long-term
- organizational **PERFORMANCE** improvement and **INNOVATION**
- **ETHICS** and **ETHICAL** business practices
- **CUSTOMER** focus
- their **LEARNING** and development needs, including those that are self-identified and those identified by supervisors, managers, and **SENIOR LEADERS**
- the transfer of **KNOWLEDGE** from departing or retiring **WORKFORCE** members
- the reinforcement of new **KNOWLEDGE** and skills on the job

(2) **LEARNING and Development EFFECTIVENESS** ([Learning and Development Template](#))

HOW do you evaluate the EFFECTIVENESS and efficiency of your LEARNING and development system?

(3) **Career Progression**

HOW do you manage **EFFECTIVE** career progression for your entire **WORKFORCE**?

HOW do you accomplish **EFFECTIVE** succession planning for management and leadership positions?

STOP ANSWERING 5.2 QUESTIONS HERE

Notes:

N1. “**WORKFORCE ENGAGEMENT**” refers to the extent of **WORKFORCE** commitment, both emotional and intellectual, to accomplishing the work, **MISSION**, and **VISION** of the organization.

N2. The characteristics of “**HIGH-PERFORMANCE WORK**” environments (5.2a[2] and 5.2a[3]), in which people do their utmost for the benefit of their **CUSTOMERS** and for the success of the organization, are **KEY** to understanding an **ENGAGED WORKFORCE**. These characteristics are described in detail in the definition of “**HIGH-PERFORMANCE WORK**”.

N3. Compensation, recognition, and related reward and incentive practices (5.2a[3]) include promotions and bonuses that might be based on **PERFORMANCE**, skills acquired, and other factors. In some government organizations, compensation systems are set by law or regulation. However, since recognition can include monetary and nonmonetary, formal and informal, and individual and group mechanisms, reward and recognition systems do permit flexibility.

N4. Identifying improvement opportunities (5.2b[2]) might draw on your **WORKFORCE**-focused **RESULTS** presented in item 7.3 and might involve addressing **WORKFORCE**-related problems based on their impact on your organizational **RESULTS** reported in response to other category 7 items.

N5. Your organization may have unique considerations relative to **WORKFORCE** development, **LEARNING**, and career progression. If this is the case, your response to 5.2c should include HOW you address these considerations. Your response should also consider the breadth of development opportunities your organization might use, including education, training, coaching, mentoring, and work-related experiences.

All terms in CAPS are links to their definitions

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[Baldrige Excellence Tools and Resources Menu](#)
6 Operations Focus (85 pts.)

The *Operations Focus* category examines how your organization designs, manages, and improves its *WORK SYSTEMS* and *WORK PROCESSES* to deliver *CUSTOMER VALUE* and achieve organizational success and *SUSTAINABILITY*. Also examined is your readiness for emergencies.

6.1 **WORK SYSTEMS**:

**HOW do you design, manage, and improve your WORK SYSTEMS?** (45 pts.)

Describe how your organization designs, manages, and improves its *WORK SYSTEMS* to deliver *CUSTOMER VALUE*, prepare for potential emergencies, and achieve organizational success and *SUSTAINABILITY*.

Within your response, include answers to the following questions:

START ANSWERING 6.1 QUESTIONS HERE

6.1a. *WORK SYSTEM* Design

(1) Design Concepts

- How do you design and innovate your overall *WORK SYSTEMS*?
- How do you capitalize on your *CORE COMPETENCIES*? ([CORE COMPETENCIES TEMPLATE])
- How do you decide which *WORK PROCESSES* within your overall *WORK SYSTEMS* will be internal to your organization (your *KEY WORK PROCESSES*) and which will use external resources?

(2) *WORK SYSTEM* Requirements ([WORK SYSTEMS and REQUIREMENTS TEMPLATE])

- How do you determine *KEY WORK SYSTEM* requirements, incorporating input from *CUSTOMERS*, suppliers, *PARTNERS*, and *COLLABORATORS*, as appropriate?
- What are the *KEY* requirements for these *WORK SYSTEMS*?

6.1b. *WORK SYSTEM* Management

(1) *WORK SYSTEM* Implementation

- What are your organization’s *WORK SYSTEMS*? ([WORK SYSTEMS and REQUIREMENTS TEMPLATE])
- How do you manage and improve your *WORK SYSTEMS* to deliver *CUSTOMER VALUE* and achieve organizational success and *SUSTAINABILITY*? ([PROCESSES and SYSTEMS IMPROVEMENT TEMPLATE])

(2) Cost Control ([SYSTEMS COST CONTROL TEMPLATE])

- How do you control the overall costs of your *WORK SYSTEMS*?
- How do you prevent defects, service errors, and rework and minimize warranty costs or *CUSTOMERS’ PRODUCTIVITY* losses, as appropriate?
- How do you minimize the costs of inspections, tests, and *PROCESS* or *PERFORMANCE* audits, as appropriate? ([INSPECTIONS, TESTS, and AUDITS TEMPLATE])

6.1c. Emergency Readiness ([EMERGENCY PREPAREDNESS TEMPLATE])

- How do you ensure *WORK SYSTEM* and workplace preparedness for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, management, continuity of operations, and recovery?
STOP ANSWERING 6.1 QUESTIONS HERE

Notes:

N1. “WORK SYSTEMS” refers to HOW the work of your organization is accomplished. WORK SYSTEMS involve your WORKFORCE, your KEY suppliers and PARTNERS, your contractors, your COLLABORATORS, and other components of the supply chain needed to produce and deliver your products and business and support PROCESSES. Your WORK SYSTEMS coordinate the internal WORK PROCESSES and the external resources necessary for you to develop, produce, and deliver your products to your CUSTOMERS and to succeed in your marketplace.

N2. Disasters and emergencies (6.1c) might be weather-related, utility-related, security-related, or due to a local or national emergency, including potential pandemics. Emergency considerations related to information technology should be addressed in item 4.2.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
6.2 WORK PROCESSES:

**HOW** do you design, manage, and improve your **KEY WORK PROCESSES**? (40 pts.)

Describe **HOW** your organization designs, manages, and improves its **KEY WORK PROCESSES** to deliver **CUSTOMER VALUE** and achieve organizational success and **SUSTAINABILITY**.

Within your response, include answers to the following questions:

**START ANSWERING 6.2 QUESTIONS HERE**

6.2a. **WORK PROCESS** Design

1. **Design Concepts** ([WORK PROCESSES REQUIREMENTS TEMPLATE](#))
   - **HOW** do you design and **INNOVATE** your **WORK PROCESSES** to meet all the **KEY** requirements?
   - **HOW** do you incorporate new technology, organizational **KNOWLEDGE**, product excellence, and the potential need for **AGILITY** into these **[WORK] PROCESSES**?
   - **HOW** do you incorporate **CYCLE TIME**, **PRODUCTIVITY**, cost control, and other efficiency and **EFFECTIVENESS** factors into these **[WORK] PROCESSES**?

2. **WORK PROCESS** Requirements ([WORK PROCESSES REQUIREMENTS TEMPLATE](#))
   - **HOW** do you determine **KEY WORK PROCESS** requirements?
   - What are your organization’s **KEY WORK PROCESSES**?
   - What are the **KEY** requirements for these **WORK PROCESSES**?

6.2b. **WORK PROCESS** Management

1. **KEY WORK PROCESS** Implementation ([WORK PROCESSES REQUIREMENTS TEMPLATE](#))
   - **HOW** do your **KEY WORK PROCESSES** relate to your **WORK SYSTEMS**?
   - **HOW** does your day-to-day operation of these **[WORK] PROCESSES** ensure that they meet **KEY PROCESS** requirements?
   - What are your **KEY PERFORMANCE MEASURES** or **INDICATORS** and in-**PROCESS MEASURES** for the control and improvement of your **WORK PROCESSES**?

2. **Supply-Chain Management** ([SUPPLIER PERFORMANCE REQUIREMENTS TEMPLATE](#))
   - **HOW** do you manage your supply chain?
   - **HOW** do you ensure that suppliers you select are qualified and positioned to enhance your **PERFORMANCE** and **CUSTOMER** satisfaction?
   - **HOW** do you evaluate supplier **PERFORMANCE**?
   - **HOW** do you deal with poorly performing suppliers?

3. **PROCESS Improvement** ([PROCESSES and SYSTEMS IMPROVEMENT TEMPLATE](#))
   - **HOW** do you improve your **WORK PROCESSES** to achieve better **PERFORMANCE**, reduce variability, and improve products?

**STOP ANSWERING 6.2 QUESTIONS HERE**

**Notes:**
N1. Your KEY WORK PROCESSES (6.2a[2]) are your most important internal VALUE creation PROCESSES and might include product design and delivery, CUSTOMER support, supply-chain management, business, and support PROCESSES. Your KEY WORK PROCESSES are those that involve the majority of your organization’s WORKFORCE members and produce CUSTOMER, STAKEHOLDER, and stockholder VALUE. “Projects” are unique WORK PROCESSES intended to produce an outcome and then go out of existence. Project management also may be applied to a WORK SYSTEM CHALLENGE or opportunity.

N2. To improve PROCESS PERFORMANCE (6.2b[3]) and reduce variability, your organization might implement APPROACHES such as a Lean Enterprise System, the Six Sigma methodology, ISO quality system standards, the Plan-Do-Check-Act methodology, or other PROCESS improvement tools. These APPROACHES might be part of your PERFORMANCE improvement system described in response to P.2c in the Organizational Profile.

N3. The RESULTS of improvements in product and PROCESS PERFORMANCE should be reported in item 7.1.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
7 RESULTS (450 pts.)

The RESULTS category examines your organization’s PERFORMANCE and improvement in all KEY areas—product and PROCESS outcomes, CUSTOMER-focused outcomes, WORKFORCE-focused outcomes, LEADERSHIP and GOVERNANCE outcomes, and financial and market outcomes. PERFORMANCE LEVELS are examined relative to those of competitors and other organizations with similar product offerings.

7.1 Product and PROCESS Outcomes:

What are your product PERFORMANCE and PROCESS EFFECTIVENESS RESULTS? (120 pts.)

Summarize your organization's KEY product PERFORMANCE and PROCESS EFFECTIVENESS and efficiency RESULTS. Include PROCESSES that directly serve CUSTOMERS, strategy, and operations.

SEGMENT your RESULTS by product offerings, by CUSTOMER groups and market SEGMENTS, and by PROCESS types and locations, as appropriate.

Include appropriate COMPARATIVE data.

Provide data and information to answer the following questions:

START ANSWERING 7.1 QUESTIONS HERE

7.1a. CUSTOMER-Focused Product and PROCESS RESULTS

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of product and PROCESS PERFORMANCE that are important to and directly serve your CUSTOMERS?

HOW do these RESULTS COMPARE with the PERFORMANCE of your competitors and other organizations with similar offerings?

7.1b. Operational PROCESS EFFECTIVENESS RESULTS

(1) Operational EFFECTIVENESS

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the operational PERFORMANCE of your KEY WORK SYSTEMS and PROCESSES, including PRODUCTIVITY, CYCLE TIME, and other appropriate MEASURES of PROCESS EFFECTIVENESS, efficiency, and INNOVATION?

(2) Emergency Preparedness

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of the EFFECTIVENESS of your WORK SYSTEM and workplace preparedness for disasters or emergencies?

7.1c. Strategy Implementation RESULTS

What are your RESULTS for KEY MEASURES or INDICATORS of the accomplishment of your organizational strategy and ACTION PLANS, including building and strengthening CORE COMPETENCIES?

STOP ANSWERING 7.1 QUESTIONS HERE

Notes:
N1. RESULTS reported in item 7.1 should provide KEY information for ANALYSIS and review of your organizational PERFORMANCE (item 4.1); demonstrate use of organizational KNOWLEDGE (item 4.2); and provide the operational basis for CUSTOMER-focused outcomes (item 7.2) and financial and market outcomes (item 7.5).

N2. Product and PROCESS RESULTS reported in 7.1a should relate to the KEY CUSTOMER requirements and expectations identified in P.1b(2), based on information gathered in items 3.1 and 3.2. The MEASURES or INDICATORS should address factors that affect CUSTOMER preference, such as those included in item P.1, note 5, and item 3.2, note 2.

N3. RESULTS reported in 7.1b should address your KEY operational requirements as presented in the Organizational Profile and in items 6.1 and 6.2.

N4. Appropriate MEASURES and INDICATORS of operational PROCESS EFFECTIVENESS (7.1b) might include audit, just-in-time delivery, and acceptance RESULTS for externally provided products, services, and PROCESSES; supplier and PARTNER PERFORMANCE; product, service, and WORK SYSTEM INNOVATION rates and RESULTS; simplification of internal jobs and job classifications; work layout improvements; changes in supervisory ratios; response times for emergency drills or exercises; and RESULTS for work relocation or contingency exercises.

N5. MEASURES or INDICATORS of strategy and ACTION PLAN accomplishment (7.1c) should address your STRATEGIC OBJECTIVES and GOALS identified in 2.1b(1) and your ACTION PLAN PERFORMANCE MEASURES and PROJECTED PERFORMANCE identified in 2.2a(5) and 2.2b, respectively.

N6. For some nonprofit organizations, product or service PERFORMANCE MEASURES might be mandated by your funding sources. These MEASURES should be identified and reported in your response to this item.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
7.2 CUSTOMER-Focused Outcomes:

**What are your CUSTOMER-focused PERFORMANCE RESULTS?** (90 pts.)

Summarize your organization’s KEY CUSTOMER-focused RESULTS for CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT.

**SEGMENT** your RESULTS by product offerings, CUSTOMER groups, and market SEGMENTS, as appropriate.

Include appropriate COMPARATIVE data.

Provide data and information to answer the following questions:

**START ANSWERING 7.2 QUESTIONS HERE**

### 7.2a CUSTOMER-Focused RESULTS

#### (1) CUSTOMER Satisfaction

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of CUSTOMER satisfaction and dissatisfaction?

**HOW** do these RESULTS COMPARE with the CUSTOMER satisfaction LEVELS of your competitors and other organizations providing similar products?

#### (2) CUSTOMER ENGAGEMENT

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of CUSTOMER ENGAGEMENT, including relationship building?

**HOW** do these RESULTS COMPARE over the course of your CUSTOMER life cycle, as appropriate?

**STOP ANSWERING 7.2 QUESTIONS HERE**

**Notes:**

N1. CUSTOMER satisfaction, dissatisfaction, ENGAGEMENT, and relationship-building RESULTS reported in this item should relate to the CUSTOMER groups and market SEGMENTS discussed in P.1b(2) and category 3 and to the listening and determination methods and data described in item 3.1.

N2. MEASURES and INDICATORS of CUSTOMERS’ satisfaction with your products relative to CUSTOMERS’ satisfaction with competitors and COMPARABLE organizations (7.2a[1]) might include information and data from your CUSTOMERS and from independent organizations.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
7.3 WORKFORCE-Focused Outcomes:

What are your WORKFORCE-focused PERFORMANCE RESULTS? (80 pts.)

Summarize your organization’s KEY WORKFORCE-focused RESULTS for your WORKFORCE environment and for WORKFORCE ENGAGEMENT.

SEGMENT your RESULTS to address the DIVERSITY of your WORKFORCE and to address your WORKFORCE groups and SEGMENTS, as appropriate.

Include appropriate COMPARATIVE data.

Provide data and information to answer the following questions:

START ANSWERING 7.3 QUESTIONS HERE

7.3a. WORKFORCE RESULTS [PERFORMANCE MEASURES INTEGRATION TEMPLATE]

(1) WORKFORCE CAPABILITY and CAPACITY
What are your current LEVELS and TRENDS in KEY MEASURES of WORKFORCE CAPABILITY and CAPACITY, including staffing levels and appropriate skills?

(2) WORKFORCE Climate
What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of your WORKFORCE climate, including WORKFORCE health, safety, and security and WORKFORCE services and benefits, as appropriate?

(3) WORKFORCE ENGAGEMENT [WORKFORCE ENGAGEMENT ASSESSMENT TEMPLATE]
What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of WORKFORCE ENGAGEMENT and WORKFORCE satisfaction?

(4) WORKFORCE Development
What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of WORKFORCE and leader development?

STOP ANSWERING 7.3 QUESTIONS HERE

Notes:

N1. RESULTS reported in this item should relate to PROCESSES described in category 5. Your RESULTS should be responsive to KEY WORK PROCESS needs described in category 6 and to your organization’s ACTION PLANS and human resource or WORKFORCE plans described in item 2.2.

N2. Responses to 7.3a(3) should include MEASURES and INDICATORS identified in response to 5.2b(1).

N3. Nonprofit organizations that rely on volunteers should include RESULTS for their volunteer WORKFORCE, as appropriate.

All terms in CAPS are links to their definitions

Baldrige Excellence Tools and Resources Menu
7.4 Leadership and GOVERNANCE Outcomes:

What are your SENIOR LEADERSHIP and GOVERNANCE RESULTS? (80 pts.)

Summarize your organization’s KEY SENIOR LEADERSHIP and GOVERNANCE RESULTS, including those for fiscal accountability, legal compliance, ETHICAL BEHAVIOR, societal responsibility, and support of KEY communities.

SEGMENT your RESULTS by organizational units, as appropriate.

Include appropriate COMPARATIVE data.

Provide data and information to answer the following questions:

START ANSWERING 7.4 QUESTIONS HERE

7.4a. Leadership, GOVERNANCE, and Societal Responsibility RESULTS [PERFORMANCE MEASURES INTEGRATION TEMPLATE]

(1) Leadership
   What are your RESULTS for KEY MEASURES or INDICATORS of SENIOR LEADERS’ communication and ENGAGEMENT with the WORKFORCE to DEPLOY VISION and VALUES, encourage two-way communication, and create a focus on action?

(2) GOVERNANCE
   What are your KEY current findings and TRENDS in KEY MEASURES or INDICATORS of GOVERNANCE and fiscal accountability, internal and external, as appropriate?

(3) Law and Regulation
   What are your RESULTS for KEY MEASURES or INDICATORS of achieving and surpassing regulatory and legal requirements?

(4) ETHICS
   What are your RESULTS for KEY MEASURES or INDICATORS of ETHICAL BEHAVIOR and of STAKEHOLDER trust in your organization’s SENIOR LEADERS and GOVERNANCE?

   What are your RESULTS for KEY MEASURES or INDICATORS of breaches of ETHICAL BEHAVIOR?

(5) Society
   What are your RESULTS for KEY MEASURES or INDICATORS of your organization’s fulfillment of its societal responsibilities and your organization’s support of its KEY communities?

STOP ANSWERING 7.4 QUESTIONS HERE

Notes:

N1. Responses to 7.4a(1) should address communication PROCESSES identified in item 1.1.

N2. Responses to 7.4a(2) might include financial statement issues and risks, important internal and external auditor recommendations, and the management’s responses to these matters. For some nonprofit organizations, RESULTS of IRS 990 audits also might be included.

N3. Regulatory and legal RESULTS (7.4a[3]) should address requirements described in 1.2b. WORKFORCE-related occupational health and safety RESULTS (e.g., Occupational Safety and Health Administration [OSHA] reportable incidents) should be reported in 7.3a(2).

N4. For examples of MEASURES of ETHICAL BEHAVIOR and STAKEHOLDER trust (7.4a[4]), see item 1.2, note 4.

N5. Responses to 7.4a(5) should address your organization’s societal responsibilities described in 1.2b(1) and 1.2c(1), as well as support of the KEY communities described in 1.2c(2). MEASURES of contributions to societal well-being might include reduced energy consumption; the use of renewable energy resources, recycled water, and alternative APPROACHES to conserving resources (e.g., increased audio and video conferencing); and the global use of enlightened labor practices. All terms in CAPS are links to their definitions.
7.5 Financial and Market Outcomes:

**What are your financial and marketplace PERFORMANCE RESULTS?** (80 pts.)

Summarize your organization’s KEY financial and marketplace PERFORMANCE RESULTS by market SEGMENTS or CUSTOMER groups, as appropriate.

Include appropriate COMPARATIVE data.

Provide data and information to answer the following questions:

**START ANSWERING 7.5 QUESTIONS HERE**

### 7.5a. Financial and Market RESULTS

(1) **Financial PERFORMANCE**

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of financial PERFORMANCE, including aggregate MEASURES of financial return, financial viability, or budgetary PERFORMANCE, as appropriate?

(2) **Marketplace PERFORMANCE**

What are your current LEVELS and TRENDS in KEY MEASURES or INDICATORS of marketplace PERFORMANCE, including market share or position, market and market share growth, and new markets entered, as appropriate?

**STOP ANSWERING 7.5 QUESTIONS HERE**

**Notes:**

N1. Responses to 7.5a(1) should include aggregate MEASURES of financial return, such as return on investment (ROI), operating margins, profitability, or profitability by market SEGMENT or CUSTOMER group. Responses also should include MEASURES of financial viability, such as liquidity, debt-to-equity ratio, days cash on hand, asset utilization, and cash flow. MEASURES should relate to the financial MEASURES reported in 4.1a(1) and the financial management APPROACHES described in item 2.2. For nonprofit organizations, additional MEASURES might include PERFORMANCE to budget, reserve funds, cost avoidance or savings, administrative expenditures as a percentage of budget, and the cost of fundraising versus funds raised.

N2. For nonprofit organizations, responses to 7.5a(2) might include MEASURES of charitable donations or grants and the number of new programs or services offered.

All terms in CAPS are links to their definitions

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