

## P.0 Organizational Profile

### Item P.1 Organizational Description

Process

#### 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:

#### P.1a. Organizational Environment

- (1) What are your organization's main products and services?  
What are the delivery mechanisms used to provide your products and services to your **CUSTOMERS**?
- (2) What is your organizational culture?  
What are your stated **PURPOSE**, **VISION**, **MISSION**, and **VALUES**?
- (3) What is your **EMPLOYEE** profile?  
What are your categories and types of **EMPLOYEES**?  
What are their educational **LEVELS**?  
What are your organization's workforce and job **DIVERSITY**, organized bargaining units, use of contract **EMPLOYEES**, and special health and safety requirements?
- (4) What are your major technologies, equipment, and facilities?
- (5) What is the regulatory environment under which your organization operates?  
What are the applicable occupational health and safety regulations; accreditation, certification, or registration requirements; relevant industry standards; and environmental, financial, and product regulations?

#### P.1b. Organizational Relationships

- (1) 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) What are your **KEY CUSTOMER** and **STAKEHOLDER** groups and market **SEGMENTS**, as appropriate?  
What are their **KEY** requirements and expectations for your products, services, and operations?  
What are the differences in these requirements and expectations among **CUSTOMER** and **STAKEHOLDER** groups and market **SEGMENTS**?
- (3) What role do suppliers, **PARTNERS**, and distributors play in your **VALUE CREATION** and key support **PROCESSES**?  
What role, if any, do they play in your organizational **INNOVATION PROCESSES**?  
What are your most **IMPORTANT** types of suppliers, **PARTNERS**, and distributors?  
What are your most **IMPORTANT** supply chain requirements?
- (4) What are your key supplier and **CUSTOMER PARTNERING** relationships and communication mechanisms?

#### Notes:

**N1.** Product and service delivery mechanisms to your **CUSTOMERS** (**P.1a[1]**) might be direct or through dealers, distributors, **collaborators**, or channel **PARTNERS**.

**N2.** Market **SEGMENTS** (**P.1b[2]**) might be based on product or service lines or features, geography, distribution channels, business volume, or other factors that are **IMPORTANT** to your organization to define related market characteristics.

**N3.** **CUSTOMER** and **STAKEHOLDER** group and market **SEGMENT** requirements (**P.1b[2]**) might include on-time delivery, low defect **LEVELS**, ongoing price reductions, electronic communication, **rapid response**, and after-sales service. *For nonprofit organizations, requirements also might include administrative cost reductions, at-home services, rapid response to emergencies, and multilingual services.*

**N4.** Communication mechanisms (**P.1b[4]**) should be two-way and might be in person, via regular mail or e-mail,

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Web-based, or by telephone. For many organizations, these mechanisms *may change* as marketplace, CUSTOMER, or STAKEHOLDER requirements change.

N5. While some nonprofit organizations offer products and services (P.1a[1]), many might appropriately interpret this phrase as programs or projects and services.

N6. CUSTOMERS (P.1a[1]) are the users and potential users of your products, programs, and services. In some nonprofit organizations, CUSTOMERS might include members, taxpayers, citizens, recipients, clients, and beneficiaries. Market SEGMENTS might be referred to as constituencies.

N7. Many nonprofit organizations rely heavily on volunteers to supplement the work of their EMPLOYEES. These organizations should interpret EMPLOYEES (P.1a[3]) to mean EMPLOYEES and volunteers.

N8. For nonprofit organizations, relevant industry standards (P.1a[5]) might include "industry-wide" codes of conduct and policy guidance.

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

N10 For some nonprofit organizations, key suppliers and distributors (P.1b[3,4]) might include collaborators and collaborating organizations.

For additional description of this Item, see [P.1 Organizational Description](#).

For definitions of Key Terms presented throughout the Criteria and Scoring Guidelines, see the [Glossary of Key Terms](#).

Frequently, several questions are grouped under one number (e.g., P.1a[1]). 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.

Item notes serve three purposes: (1) to clarify terms or requirements presented in an Item, (2) to give instructions on 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 Items have notes that might provide additional guidance specifically for nonprofit organizations. These nonprofit-specific notes appear at the end of the Item in italics.*

### Item P.2 Organizational Challenges

Process

#### What are your key organizational challenges?

Describe your organization's competitive environment, your KEY STRATEGIC CHALLENGES, and your SYSTEM for PERFORMANCE improvement.

Within your response, include answers to the following questions:

##### P.2a. Competitive Environment

- (1) What is your competitive position?  
What is your relative size and growth in your industry or markets served?  
What are the numbers and types of competitors and KEY collaborators for your organization?
- (2) What are the principal factors that determine your success relative to your competitors?  
What are any KEY changes taking place that affect your competitive situation, including opportunities for collaboration, as appropriate?
- (3) What are your KEY available sources of COMPARATIVE and competitive data from within your industry?  
What are your KEY available sources of COMPARATIVE data for analogous PROCESSES outside your industry?  
What limitations, if any, are there in your ability to obtain these data?

##### P.2b. Strategic Challenges

What are your KEY business, operational, and human resource STRATEGIC CHALLENGES?  
What are your KEY STRATEGIC CHALLENGES associated with organizational SUSTAINABILITY?

##### P.2c. Performance Improvement System

HOW do you maintain an overall organizational focus on PERFORMANCE improvement, including organizational LEARNING?

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HOW do you achieve **SYSTEMATIC** evaluation and [**SYSTEMATIC**] improvement of **KEY PROCESSES**?

### Notes:

**N1.** Principal factors (**P.2a[2]**) might include differentiators such as price leadership, design services, e-services, geographic proximity, **accessibility**, and warranty and product options. *For some nonprofit organizations, differentiators also might include relative influence with decision makers, ratio of administrative costs to programmatic contributions, past reputation for program or service delivery, and wait times for service.*

**N2. STRATEGIC CHALLENGES (P.2b)** might include rapid technological change, disruptive technologies that rapidly revolutionize or make obsolete existing **PROCESSES** or products, reduced **CYCLE TIMES** for product or **service** introduction, industry volatility, declining market share, **the** changing marketplace, mergers and acquisitions, global marketing and competition, **CUSTOMER** retention, changing or emerging **CUSTOMERS** or regulatory requirements, **EMPLOYEE** retention, an aging workforce, **competition from new nonprofit or for-profit organizations**, and **VALUE** chain **INTEGRATION**.

**N3. PERFORMANCE** improvement (**P.2c**) 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.

**N4.** Overall **APPROACHES** to **PERFORMANCE** improvement (**P.2c**) might include implementing a Lean Enterprise System, applying Six Sigma methodology, using ISO 9000:2000 standards, or employing other process improvement tools.

**N5.** *Nonprofit organizations frequently believe they are not in a competitive environment; however, 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.*

**N6.** *The term "industry" (**P.2a[1]**) is used throughout the **Criteria** to refer to the sector in which you operate. For nonprofit organizations, professional associations, or government or sub-sectors of one of these.*

**N7.** *For nonprofit organizations, the term "business" (**P.2b**) is used throughout the **Criteria** to refer to factors related to your main **MISSION** area or enterprise activity.*

For additional description of this Item, see [P.2 Organizational Challenges description](#).

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Key: [CAPS](#) link to [GLOSSARY](#) terms; **Red** words link [CORE VALUES](#); **Yellow** identifies new 2006 words; [Best Practices](#); [Application Information Capture Templates](#)