

6 Process Management (85 pts.)

The **Process Management** Category examines **HOW** your organization determines its **CORE COMPETENCIES** and **WORK SYSTEMS** and **HOW** it designs, manages, and improves its **KEY PROCESSES** for implementing those **WORK SYSTEMS** to deliver **CUSTOMER VALUE** and achieve organizational success and **SUSTAINABILITY**. Also examined is your readiness for emergencies.

Item 6.1: Work Systems Design (35 pts.)

Process

How do you design your work systems?

Describe **HOW** your organization determines its **CORE COMPETENCIES** and designs its **WORK SYSTEMS** and **KEY PROCESSES** to deliver **CUSTOMER VALUE**, prepare for potential emergencies, and achieve organizational success and **SUSTAINABILITY**.

Within your response, include answers to the following questions:

6.1a. CORE COMPETENCIES

- (1) **HOW** does your organization determine its **CORE COMPETENCIES**?

What are your organization's **CORE COMPETENCIES**?

HOW do they [**CORE COMPETENCIES**] relate to your **MISSION**, competitive environment, and **ACTION PLANS**?

- (2) **HOW** do you design and **INNOVATE** your overall **WORK SYSTEMS**?

HOW do you decide which **PROCESSES** within your overall **WORK SYSTEMS** will be internal to your organization (your **KEY** work **PROCESSES**) and which will use external resources?

6.1b. Work PROCESS Design

- (1) What are your organization's **KEY** work **PROCESSES**?

HOW do these **KEY** work **PROCESSES** relate to your **CORE COMPETENCIES**?

HOW do these **PROCESSES** contribute to delivering **CUSTOMER VALUE**, profitability, organizational success, and **SUSTAINABILITY**?

- (2) **HOW** do you determine **KEY** work **PROCESS** requirements, incorporating input from **CUSTOMERS**, suppliers, **PARTNERS**, and **COLLABORATORS**, as appropriate?

What are the **KEY** requirements for these **PROCESSES**?

- (3) **HOW** do you design and **INNOVATE** your work **PROCESSES** to meet all the **KEY** requirements?

HOW do you incorporate new technology, organizational **KNOWLEDGE**, and the potential need for **AGILITY** into the design of these **PROCESSES**?

HOW do you incorporate **CYCLE TIME**, **PRODUCTIVITY**, cost control, and other efficiency and **EFFECTIVENESS** factors into the design of these **PROCESSES**?

6.1c. Emergency Readiness

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?

Notes:

N1. "**CORE COMPETENCIES**" (**6.1a**) refers to your organization's areas of greatest expertise. Your organization's **CORE COMPETENCIES** are those strategically important **CAPABILITIES** that provide an advantage in your marketplace or service environment. **CORE COMPETENCIES** frequently are challenging for competitors or suppliers and **PARTNERS** to imitate and provide a **SUSTAINABLE** competitive advantage.

N2. "**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, services, 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 and services to your **CUSTOMERS** and to

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succeed in your marketplace.

N3. Your **KEY** work **PROCESSES (6.1b[1])** are the **PROCESSES** that involve the majority of your organization's **WORKFORCE** and produce **CUSTOMER, STAKEHOLDER, and stockholder VALUE**. Your **KEY** work **PROCESSES** are your most important product and service design and delivery, business, and support **PROCESSES**.

N4. Disasters and emergencies (**6.1c**) might be weather-related, utility-related, security-related, or due to a local or national emergency, including potential pandemics such as an avian flu outbreak. Emergency considerations related to information technology should be addressed in **Item 4.2**.

For additional description of this Item, see: [6.1 Work Systems Design Description](#)

2007 Criteria Item Links: [1.1](#) - [1.2](#) - [2.1](#) - [2.2](#) - [3.1](#) - [3.2](#) - [4.1](#) - [4.2](#) - [5.1](#) - [5.2](#) - [6.1](#) - [6.2](#) - [7.1](#) - [7.2](#) - [7.3](#) - [7.4](#) - [7.5](#) - [7.6](#) - [P.1](#) - [P.2](#)

[Blue Words](#) above are hyperlinks. [Yellow highlight](#) identifies words that are newly added to the 2007 Business and Nonprofit Criteria.

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