Baldrige Criteria for Performance Excellence

"My recommendation: implement the Baldrige-based Criteria into your business. No other single document can help build a long-term successful organization."

Jerry R. Rose, Corporate Vice President, Cargill, Inc.

organizational profile
leadership
strategic planning
customer focus
measurement, analysis, and knowledge management
workforce focus
operations focus
results

BALDRIGE
Performance Excellence Program

Improve Your Performance.

For 25 years, the Baldrige Criteria have set the standard for organizational performance excellence. The 2013–2014 Criteria build on this tradition and feature a renewed focus on

- innovation management, intelligent risk, and strategic priorities;
- social media;
- operational effectiveness; and
- work systems and core competencies.

Here's what the Criteria have done for other organizations.
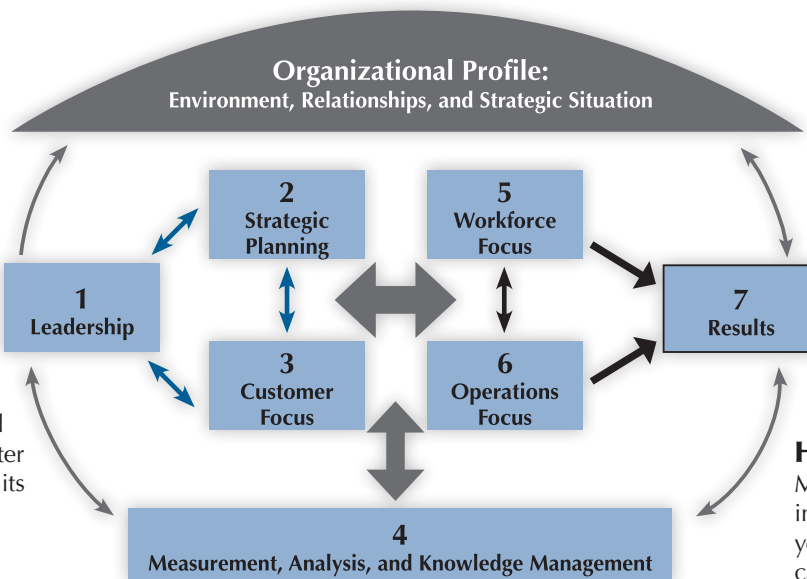
Manufacturer
Grew return on investment at a 23% compound annual rate; increased annual orders from repeat and international customers 32% and nearly 400%, respectively

Small Business
More than doubled in size over 6 years; created more than $26 million in revenue annually for 9 years

Government Agency
Achieved $3.22 billion in cost avoidance over 5 years

City
Saved more than $40 million and 50,000 staff hours over 6 years

Hospital
Decreased the risk-adjusted mortality rate by 24%—better than the top-decile level in its six-county region

Health Care System
Maintained a positive net operating income of more than $25 million per year while increasing uncompensated care from $130 million to $200 million

Organizational Profile:
Environment, Relationships, and Strategic Situation

2 Strategic Planning

5 Workforce Focus

1 Leadership

7 Results

3 Customer Focus

6 Operations Focus

4 Measurement, Analysis, and Knowledge Management

Community College
Over 3 years, more than tripled the number of students who completed the core curriculum in preparation for transfer to a four-year institution

K–12 Public School System
Over 10 years, tripled the number of Advanced Placement exams taken, with 66% of students taking at least one; more than doubled the number of AP exams with scores of 3 or higher

Criteria for Performance Excellence
manufacturing, service, small business, nonprofit/government

Whether your organization is large or small or is in the manufacturing, service, nonprofit, or government sector, you can use the Baldrige Criteria for improvement.

Samples from the Criteria

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

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

In your response, include answers to the following questions:

a. Competitive Environment

  (1) Competitive Position What is your competitive position? What are your relative size and growth in your industry or the markets you serve? How many and what types of competitors do you have?

  (2) Competitiveness Changes What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for INNOVATION and collaboration, as appropriate?

  (3) Comparative Data What KEY sources of comparative and competitive data are available from within your industry? What KEY sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data?

b. Strategic Context

3.2 Customer Engagement: How do you serve customers' needs to engage them and build relationships? (45 pts.)

Describe HOW you determine product offerings and communication mechanisms to support your CUSTOMERS. Describe HOW you build CUSTOMER relationships.

In your response, include answers to the following questions:
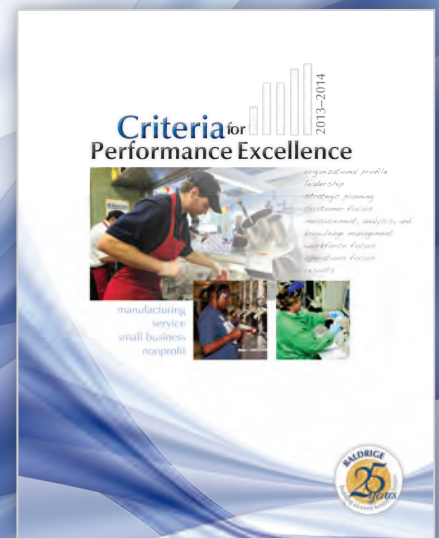
a. Product Offerings and CUSTOMER Support

  (1) Product Offerings How do you determine CUSTOMER and market requirements for product offerings and services? How do you identify and adapt product offerings to meet the requirements and exceed the expectations of your CUSTOMER groups and market SEGMENTS (identified in the Organizational Profile)? How do you identify and adapt product offerings to enter new markets, to attract new CUSTOMERS, and to create opportunities to expand relationships with current CUSTOMERS, as appropriate?

  (2) CUSTOMER Support How do you enable CUSTOMERS to seek information and support? How do you enable them to conduct business with you and give feedback on your products and 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 these requirements are DEPLOYED to all people and PROCESSES involved in CUSTOMER support?

  (3) CUSTOMER Segmentation How do you use information on CUSTOMERS, markets, and product offerings to identify current and anticipate future CUSTOMER groups and market SEGMENTS? How do you consider competitors' CUSTOMERS and other potential CUSTOMERS and markets in this segmentation? How do you determine which CUSTOMERS, CUSTOMER groups, and market SEGMENTS to emphasize and pursue for business growth?

b. Building CUSTOMER Relationships

PROCESS

Criteria for Performance Excellence
2013–2014

manufacturing
service
small business
nonprofit

Education Criteria for Performance Excellence

The Education Criteria stress student learning while recognizing that education organizations have varying missions. Whether your organization is a K–12 school system, is a college or university, or offers other types of educational programs and services, you can use the Baldrige Education Criteria for improvement.

Samples from the Criteria

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

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

In your response, include answers to the following questions:

a. Competitive Environment

(1) **Competitive Position**   What is your competitive position? What are your relative size and growth in your education sector or the markets you serve? How many and what types of competitors do you have?

(2) **Competitiveness Changes**   What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for INNOVATION and collaboration, as appropriate?

(3) **Comparative Data**   What KEY sources of comparative and competitive data are available from within your education sector? What KEY sources of comparative data are available from outside your education sector? What limitations, if any, affect your ability to obtain or use these data?

b. Strategic Context

3.2 Customer Engagement: How do you serve students' and other customers' needs to engage them and build relationships? (45 pts.)

Describe HOW you determine EDUCATIONAL PROGRAM AND SERVICE offerings and communication mechanisms to support your students and other CUSTOMERS. Describe HOW you build relationships with students and other CUSTOMERS.

In your response, include answers to the following questions:

**a. Program and Service Offerings and Student and Other CUSTOMER Support**

(1) **Program and Service Offerings**   How do you determine student, other CUSTOMER, and market requirements for EDUCATIONAL PROGRAM AND SERVICE offerings? How do you identify and adapt program and service offerings to meet the requirements and exceed the expectations of your student and other CUSTOMER groups and market SEGMENTS (identified in the Organizational Profile)? How do you identify and adapt program and service offerings to enter new markets, to attract new students and other CUSTOMERS, and to create opportunities to expand relationships with current students and other CUSTOMERS, as appropriate?

(2) **Student and Other CUSTOMER Support**   How do you enable students and other CUSTOMERS to seek information and support? How do you enable them to obtain EDUCATIONAL PROGRAMS AND SERVICES from you and give feedback on your programs, services, and student and other CUSTOMER support? What are your KEY means of student and other CUSTOMER support, including your KEY communication mechanisms? How do they vary for different student and other CUSTOMER groups or market SEGMENTS? How do you determine your students' and other CUSTOMERS' KEY support requirements? How do you ensure that these requirements are DEPLOYED to all people and PROCESSES involved in student and other CUSTOMER support?

(3) **Student and Other CUSTOMER Segmentation**   How do you use information on students, other CUSTOMERS, markets, and EDUCATIONAL PROGRAM AND SERVICE OFFERINGS to identify current and anticipate future student and other CUSTOMER groups and market SEGMENTS? How do you consider competitors' students and other CUSTOMERS as well as other potential students, other CUSTOMERS, and markets in this segmentation? How do you determine which student and other CUSTOMER groups and market SEGMENTS to emphasize and pursue for growth?

b. Building Relationships with Students and Other CUSTOMERS

PROCESS

"[The Baldrige Education Criteria help us] measure and analyze our performance in every corner of the school district and help us maintain a relentless focus on our main stakeholders—the students. . . . The journey . . . is definitely worth the effort."

Christopher Barclay, President, Board of Education, Baldrige Award winner Montgomery County Public Schools
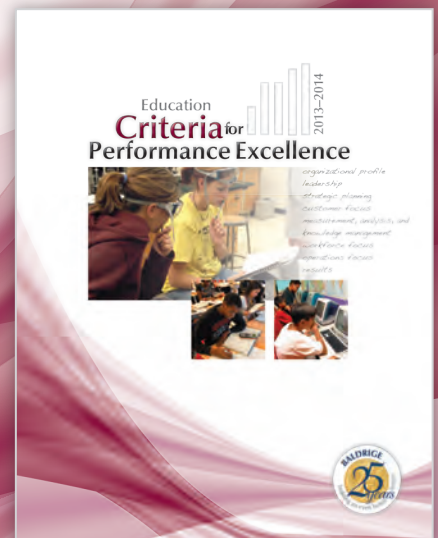
Health Care Criteria for Performance Excellence

The Health Care Criteria stress health care service delivery to patients while recognizing that the missions of health care organizations may differ. Whether your organization is an acute-care hospital or hospital system, is a long-term care organization, or offers other types of health care services, you can use the Baldrige Health Care Criteria for improvement.

Samples from the Criteria

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

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

In your response, include answers to the following questions:

a. Competitive Environment

   (1) **Competitive Position**   What is your competitive position? What are your relative size and growth in the health care industry or the markets you serve? How many and what types of competitors and KEY COLLABORATORS do you have?

   (2) **Competitiveness Changes**   What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for INNOVATION and collaboration, as appropriate?

   (3) **Comparative Data**   What KEY sources of comparative and competitive data are available from within the health care industry? What KEY sources of comparative data are available from outside the health care industry? What limitations, if any, affect your ability to obtain or use these data?

b. Strategic Context

3.2 Customer Engagement: How do you serve patients' and other customers' needs to engage them and build relationships? (45 pts.)

Describe HOW you determine HEALTH CARE SERVICE offerings and communication mechanisms to support your PATIENTS and other CUSTOMERS. Describe HOW you build relationships with PATIENTS and other CUSTOMERS.

In your response, include answers to the following questions:

a. Service Offerings and PATIENT and Other CUSTOMER SUPPORT

   (1) **Service Offerings**   How do you determine PATIENT, other CUSTOMER, and market requirements for HEALTH CARE SERVICE offerings? How do you identify and adapt service offerings to meet the requirements and exceed the expectations of your PATIENT and other CUSTOMER groups and market SEGMENTS (identified in the Organizational Profile)? How do you identify and adapt service offerings to enter new markets, to attract new PATIENTS and other CUSTOMERS, and to create opportunities to expand relationships with current PATIENTS and other CUSTOMERS, as appropriate?

   (2) **PATIENT and Other CUSTOMER Support**   How do you enable PATIENTS and other CUSTOMERS to seek information and support? How do you enable them to obtain HEALTH CARE SERVICES from you and give feedback on your services and your PATIENT and other CUSTOMER support? What are your KEY means of PATIENT and other CUSTOMER support, including your KEY communication mechanisms? How do they vary for different PATIENT and other CUSTOMER groups or market SEGMENTS? How do you determine your PATIENTS' and other CUSTOMERS' KEY support requirements? How do you ensure that these requirements are DEPLOYED to all people and PROCESSES involved in PATIENT and other CUSTOMER support?

   (3) **PATIENT and Other CUSTOMER Segmentation**   How do you use information on PATIENTS, other CUSTOMERS, markets, and HEALTH CARE SERVICE offerings to identify current and anticipate future PATIENT and other CUSTOMER groups and market SEGMENTS? How do you consider competitors' PATIENTS and other CUSTOMERS as well as other potential PATIENTS, other CUSTOMERS, and markets in this segmentation? How do you determine which PATIENT and other CUSTOMER groups and market SEGMENTS to emphasize and pursue for business growth?

b. Building Relationships with PATIENTS and Other CUSTOMERS

PROCESS
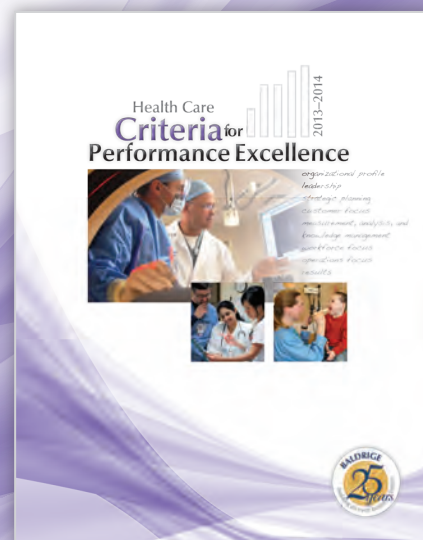
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http://www.nist.gov/baldrige/publications/purchase_criteria.cfm
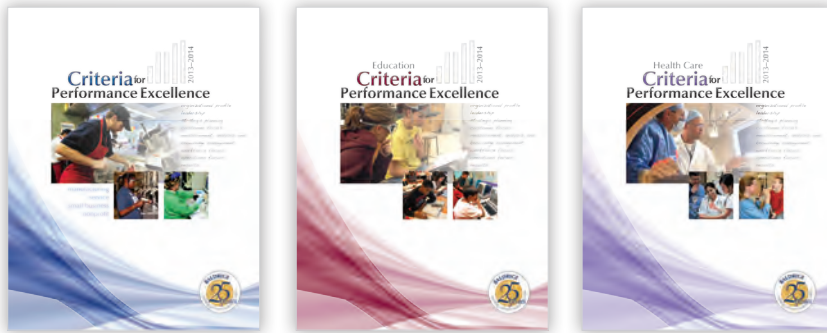
Printed format: $25
Electronic format: $10
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Booklet Contents

About the Criteria for Performance Excellence

How to Use This Booklet

Criteria for Performance Excellence Framework and Structure

Criteria for Performance Excellence

Scoring System and Scoring Guidelines

How to Respond to the Criteria

Core Values and Concepts

Changes from the 2011–2012 Criteria

Glossary of Key Terms

See the Baldrige Web site (**http://www.nist.gov/baldrige/publications/criteria.cfm**) for free samples from the Criteria.

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The Baldrige Program is dedicated to improving the performance of U.S. organizations. We offer

• an integrated management framework
• organizational assessments
• training and executive education
• conferences and workshops
• the nation's only Presidential award for performance excellence

Contact us or visit our Web site for more information on these and other products and services.

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