

BALDRIGE SELF-ASSESSMENT TOOL

The following Self Assessment is designed to help organizations assess whether they are developing and deploying a sound, balanced and systematic approach for running their organization. The term “systematic” refers to approaches that are repeatable and use data and information so that improvement and learning are possible. In other words, approaches are systematic if they include the opportunity for evaluation and learning and thereby permit a gain in maturity.

Answer each of the questions and list specific examples demonstrating how each is accomplished.

Category 1 Leadership

Creating & Sustaining an Environment for Excellence

- (1) How do your senior leaders set and communicate organizational vision, values and performance expectations? How do senior leaders include a focus on creating and balancing value for customers and other stakeholders?
- (2) How do your senior leaders create an environment that fosters and requires legal and ethical behavior? How do they promote and ensure ethical behavior in all interactions?
- (3) How do your senior leaders create an environment for organizational performance improvement and accomplishment of your mission and strategic objectives? What key things do leaders do (include the key performance measures regularly reviewed by senior leaders)?
- (4) How do you address the impacts on society of your products and operations? What key things do you do (Include key practices, measures, and targets for regulatory and legal requirements)?
- (5) How do your senior leaders identify key communities and determine areas of emphasis for organizational involvement and support? What key things do you do?

Category 2 Strategic Planning

Developing Strategic Objectives and Action Plans for Competitive Advantage

- (1) What is your strategic planning process? What key things do you do (include key steps and key participants and the short- and longer-term planning time horizons)?
- (2) How do you establish short- and longer-term strategic objectives? What key things do you do? What are your strategic objectives?
- (3) How do your strategic objectives address challenges identified in your response to P.2 of the Organizational Profile? What Strategic Objectives and key things do you do to ensure balance among all stakeholders?
- (4) How do you develop and deploy action plans to achieve your key strategic objectives? What key things do you do?
- (5) How do you set performance measures for tracking progress relative to your action Plans? What are your Action Plans and Measures?

Category 3 Customer Focus

Understanding Your Customers

- (1) How do you identify customers, customer groups, and market segments? How do you listen and learn to determine key customer requirements and their relative importance to customers' purchasing decisions? What key things do you do?
- (2) How do you build relationships to acquire and satisfy customers thus increasing their engagement with you? What key things do you do?
- (3) How do you determine key customer contact requirements for each mode of access? How do you ensure that these contact requirements are communicated to all people involved in the customer response chain? What key things do you do?
- (4) How do you determine customer satisfaction, engagement, and dissatisfaction? How do you use this information for improvement? What key things do you do?

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Category 4 Measurement, Analysis, and Knowledge Management _____

Managing by Fact to Drive Performance Improvement

- (1) How do you use data and information for tracking daily operations and for tracking overall organizational performance? How do you review organizational performance and capabilities? What key things do you do?
- (2) How do you analyze data and information to support organizational decision making? How do you use data and information to assess progress toward your organization's strategic objectives and action plans? What key analyses do you perform?
- (3) How do you make needed data and information available to your workforce, suppliers, partners, and customers, as appropriate? What key things do you do?
- (4) How do you manage organizational knowledge to accomplish the collection and transfer of workforce knowledge and the transfer of relevant knowledge from customers and suppliers? What key things do you do?

Category 5 Workforce Focus _____

Developing and Realizing the Full Potential of Your Workforce

- (1) How do you organize and manage work and jobs to promote cooperation and your organizational culture? What key things do you do?
- (2) How do you deliver employee education, training, and development? How does your education and training approach contribute to the achievement of your action plans? What key things do you do?
- (3) How do you ensure workforce health, safety, and security? What key things do you do?
- (4) How do you determine the key factors that affect workforce engagement and workforce satisfaction? What key things do you do?
- (5) How do you use formal and/or informal assessments and measures to determine workforce engagement and workforce satisfaction? What key things do you do?
- (6) How do you benefit from the diverse ideas, cultures, and thinking of your workforce? What do you do?

Category 6 Process Management _____

Designing Work Systems to Deliver Customer Value

- (1) How do you design your work systems and determine your key processes to deliver customer value? What are your key work systems? What are your organization's key work processes?
- (2) How do your work systems and key work processes relate to your core competencies?
- (3) How do you design work processes to meet the key requirements of customers and partners as appropriate? What are your key requirements for these processes?
- (4) How do you ensure work system and workplace preparedness for disasters or emergencies?
- (5) How do you implement and manage your work processes to ensure they meet design requirements? What are your key performance measures or indicators used for the control of your work processes?

Category 7 Business Results _____

Tracking and Using Key Results

- (1) What results do you have for key measures or indicators of product performance? What results do you track (display in graphical form where possible)?
- (2) What results do you have for key measures or indicators of customer satisfaction and dissatisfaction? What results do you track (display in graphical form where possible)?
- (3) What results do you have for key measures or indicators of financial performance? What results do you track (display in graphical form where possible)?
- (4) What results do you have for key measures or indicators of workforce engagement and workforce satisfaction? What results do you track (display in graphical form where possible)?

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- (5) What results do you have for key measures or indicators of the operational performance of your work systems and your key work processes? What results do you track (display in graphical form where possible)?
- (6) What results do you have for key measures or indicators of accomplishment of your organizational strategy and action plans? What results do you track (display in graphical form where possible)?
- (7) What results do you have for key measures or indicators of ethical behavior? What results do you have for key measures or indicators of breaches of ethical behavior? What results do you track (display in graphical form where possible)?
- (8) What results do you have for key measures or indicators of regulatory and legal compliance? What results do you have for key measures or indicators of your organization's fulfillment of its societal responsibilities and your organization's support of its key communities? What results do you track (display in graphical form where possible)?