

A Baldrige Primer: Getting to Know and Use the Baldrige Criteria

14th National Quality
Education Conference

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Baldrige National Quality Program



What Is the History of the Program?

The Malcolm Baldrige National Quality
Improvement Act of 1987, Public Law 100-107

- Created Award program to
 - identify/recognize role model businesses
 - establish criteria for evaluating improvement efforts
 - disseminate/share best practices
- Expanded to health care, education and nonprofit



What Is the Baldrige National Quality Program?

- Operates as a public-private partnership
- Manages the Malcolm Baldrige National Quality Award
- Provides global leadership in promoting performance excellence
- Disseminates information

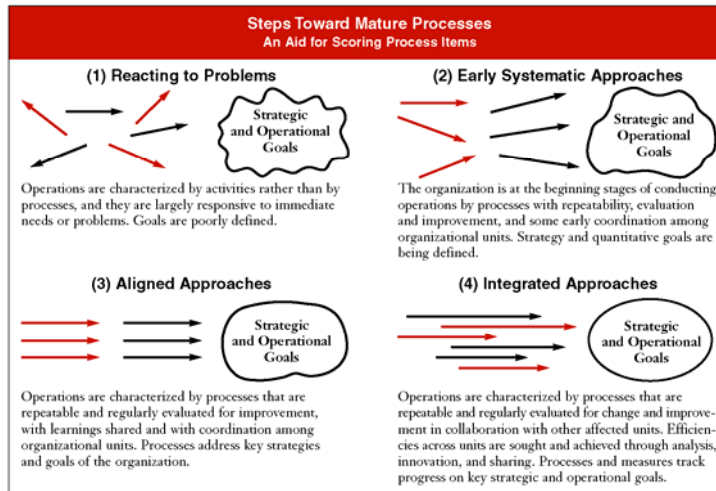


What Is Performance Excellence?

An integrated approach to organizational performance management that results in

- delivery of ever-improving value to customers, contributing to marketplace success
- improvement of overall organizational effectiveness and capabilities
- organizational and personal learning

Steps Toward Mature Processes



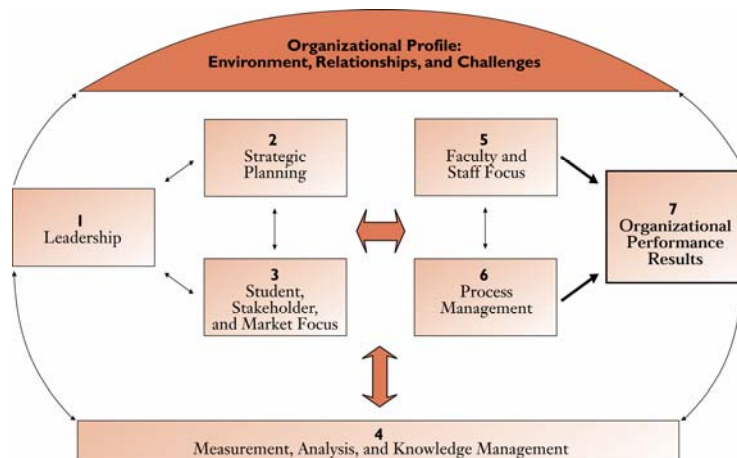
What Has the Baldrige Program Achieved?

- Created a national standard
- Produced role models
- Generated award programs
- Raised U.S. competitiveness
- Established outreach and education system

Who Are the Baldrige Award Recipients in Education?

- **Chugach School District**, Anchorage, AK
- **Pearl River School District**, Pearl River, NY
- **University of Wisconsin-Stout**, Menomonie, WI
- **Community Consolidated School District 15**, Palatine, IL
- **Kenneth W. Monfort College of Business**, Greeley, CO
- **Richland College**, Dallas, TX
- **Jenks Public Schools**, Jenks OK

Baldrige Education Criteria Framework: A Systems Perspective



Are We Making Progress?

- A self-assessment tool
- 2 versions
- Exercise

Are We Making Progress?

2002/2003 Examiners, 228 respondents

	Strongly Disagree %	Disagree %	Neither A/D %	Agree %	Strongly Agree %
1a) I know my organization's mission.	0	3	3	32	62
1b) My senior leaders use our organization's values to guide us.	5	11	17	39	29
1g) My organization asks what I think.	6	12	22	41	19
2b) I know the parts of my organization's plans that will affect me and my works.	2	11	18	45	23
5e) I have a safe workplace	0	3	8	42	47
7a) My customers are satisfied with my work.	0	2	17	61	20
7e) My organization removes things that get in the way of progress.	7	27	31	29	7
7i) I am satisfied with my job.	3	8	21	37	31

Baldrige Examiner Results Similar Perceptions

		% Employees	% Leaders
3c.	Customers tell employees their needs	77	75
4f.	Employees know how organization is doing	57	55
5b.	Employees work as a team	74	76
5e.	Safe workplace	89	88
7e.	Organization removes barriers	36	35
7f.	Organization obeys laws	95	95
7g.	Organization has high standards	82	83
7h.	Employees are satisfied with job	68	67

Baldrige Examiner Results - Differences Greater than 20%

		% Employees	% Leaders
2b.	Employees know plans that affect them	68	42
3d.	Employees ask if customers satisfied	74	45
4a.	Employees know how to measure work quality	80	48
4b.	Employees know how to analyze work quality	80	32
4c.	Employees use analyses to make decisions	74	24
4d.	Employees relate their measures and business results	62	35
5a.	Employees can make work improvements	83	61
6b.	Employees collect data on work quality	69	38
7d.	Employees time and talent used well	57	37

A software version of “Are We Making Progress?” is available as a free download from the Baldridge website.

There are 2 versions available - a version for organizations that use Access 2000 & a version for organizations that do not have Microsoft Access.



What should I know about the Baldrige Criteria?

- Used to identify Award recipients
- Used as an assessment tool
- Updated regularly



The Baldrige Criteria

- Questions
- Key Requirements
- Non-prescriptive



Practice Using AWMP and Criteria

- Review AWMP answers for “strongly disagree” or “disagree” responses.
- Would others answer the same way? Is it important?
- Note and locate corresponding Category in the *Criteria* booklet.
- Review *Criteria* language (questions) mapping to the statement in AWMP.
- Consider how *Criteria* might guide improvement actions in your organization.



How Can I Contact the Baldrige Program?

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