

# **Baldrige Express**

## **Performance Indicator Feedback Report**

### *Report Sample*



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# Demographics

The Demographic Section is designed to provide the organization with an overall response rate relative to the total number of respondents and their percentage weight for each demographic category they have chosen.

<b>SURVEYS DISTRIBUTED</b>	25
<b>SURVEYS RETURNED</b>	25
<b>PERCENT RESPONDING</b>	100%

<b>Attribute/Value</b>	<b>Number Responded</b>	<b>Response as % of Total</b>
<b>Position</b>		
Executive/ Senior Manager	7	28.0
Individual Contributor	10	40.0
Supervisor	8	32.0
<b>Total</b>	25	100%

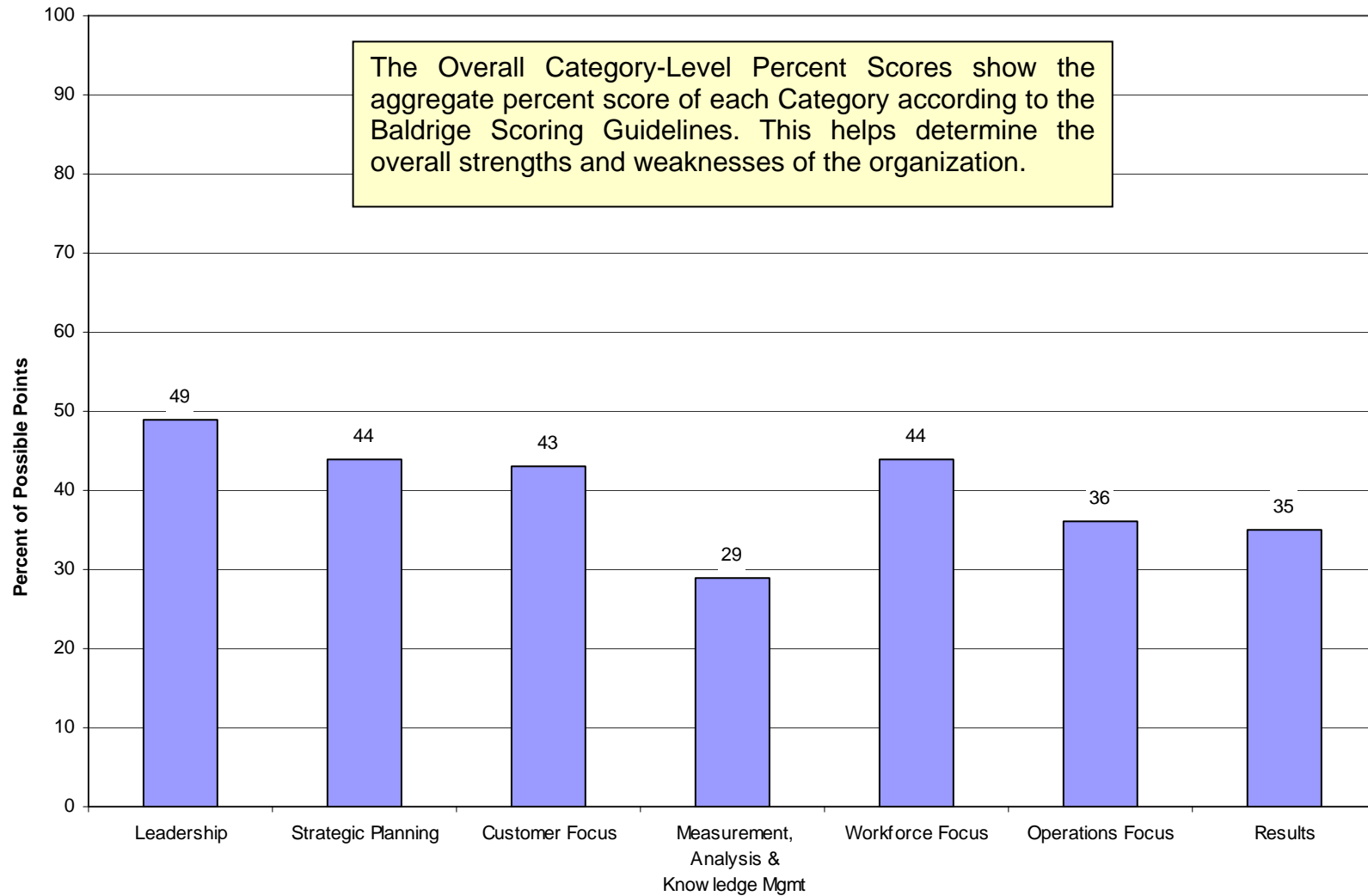
# Summary Results

## Overall Category-Level Totals

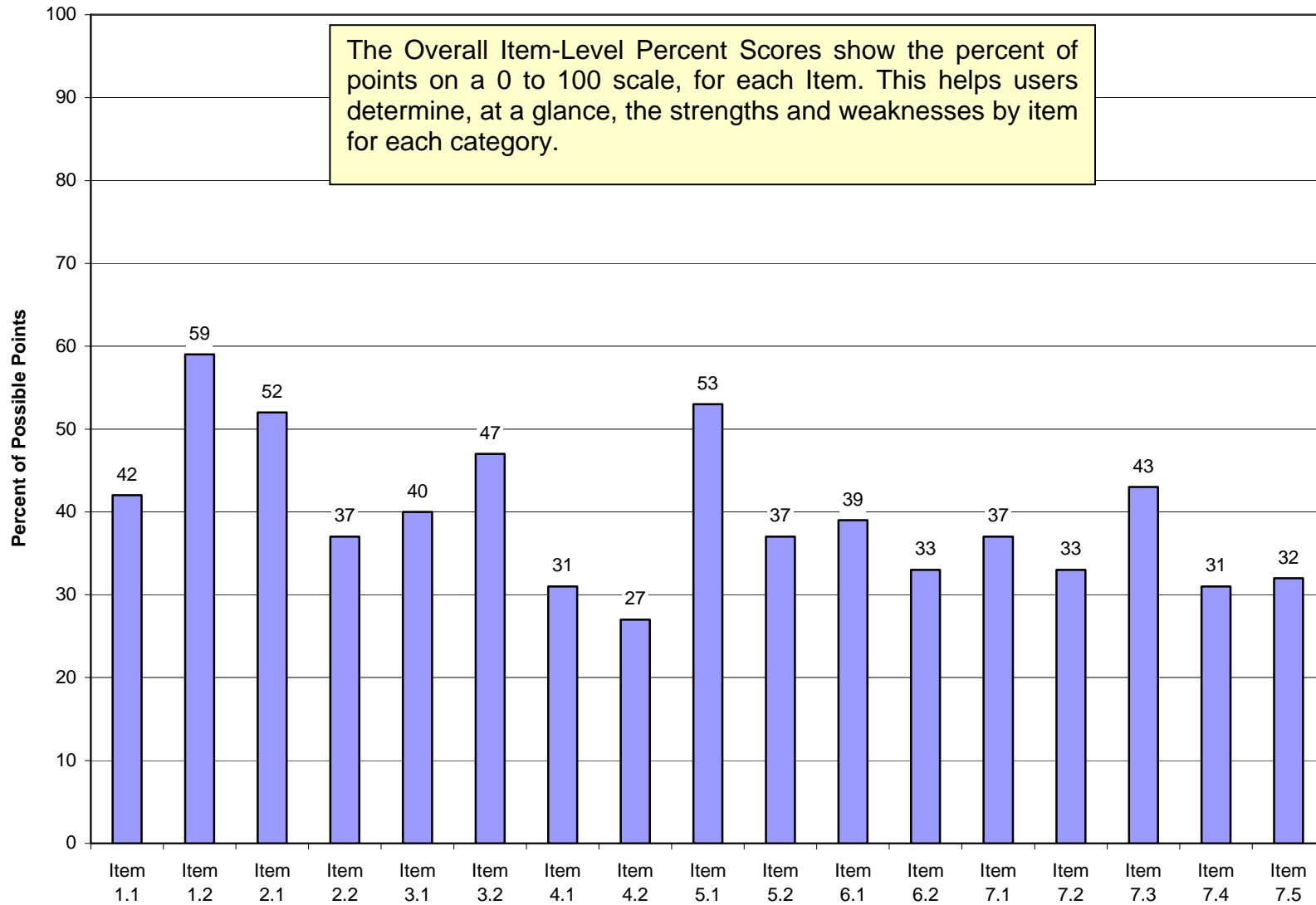
Categories	Total Points	Points Scored	% of Total Pts.
1. Leadership	120	59	49
2. Strategic Planning	85	37	44
3. Customer Focus	85	37	43
4. Measurement, Analysis & Knowledge Mgmt	90	26	29
5. Workforce Focus	85	38	44
6. Operations Focus	85	31	36
7. Results	450	158	35
<b>Totals</b>	1000	386	39%

The Overall Category-Level Totals table explains the amount of points scored for each category, the total possible points to score in a category and the percentage of total points for each category.

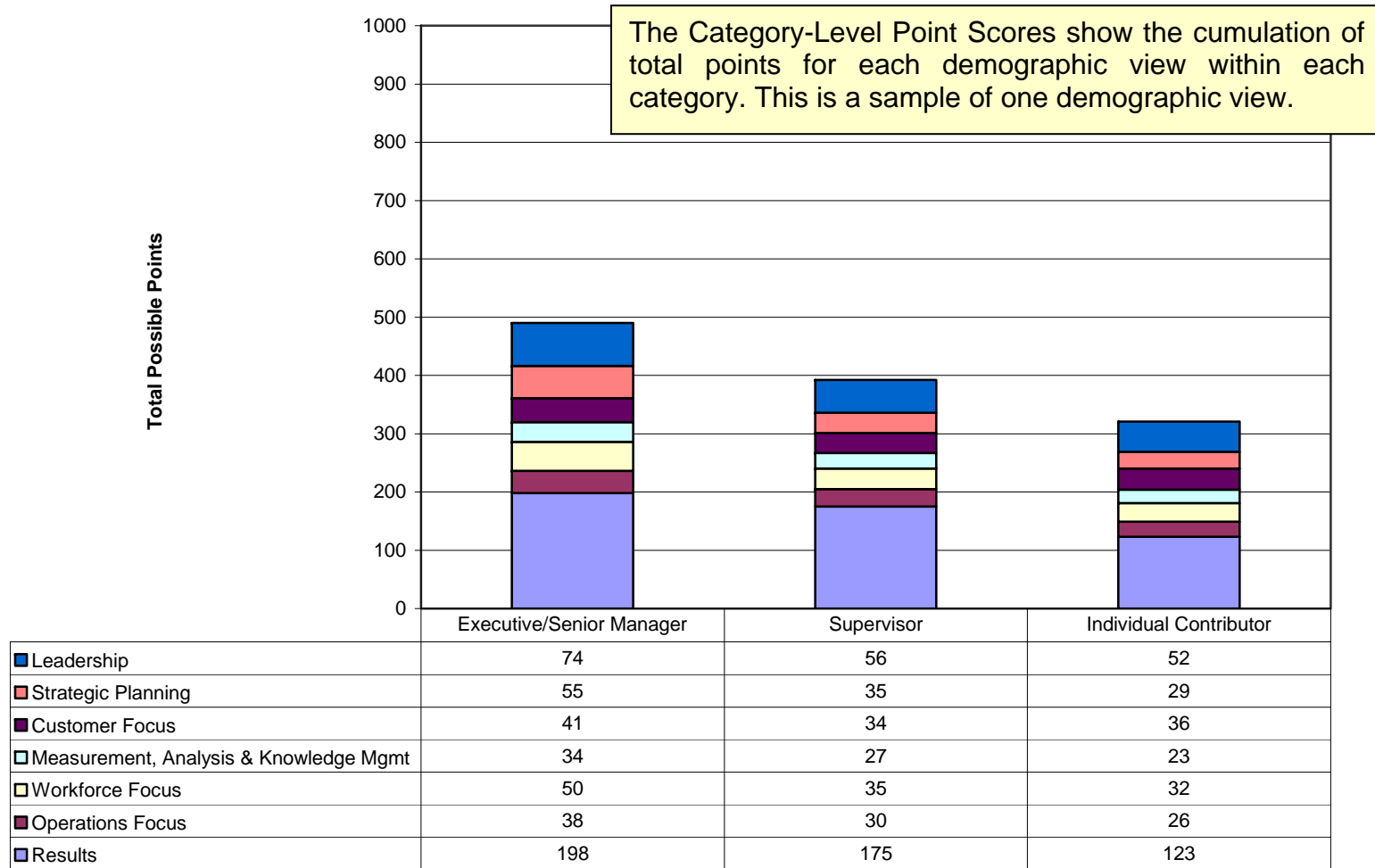
## Overall Category Level Percent Scores



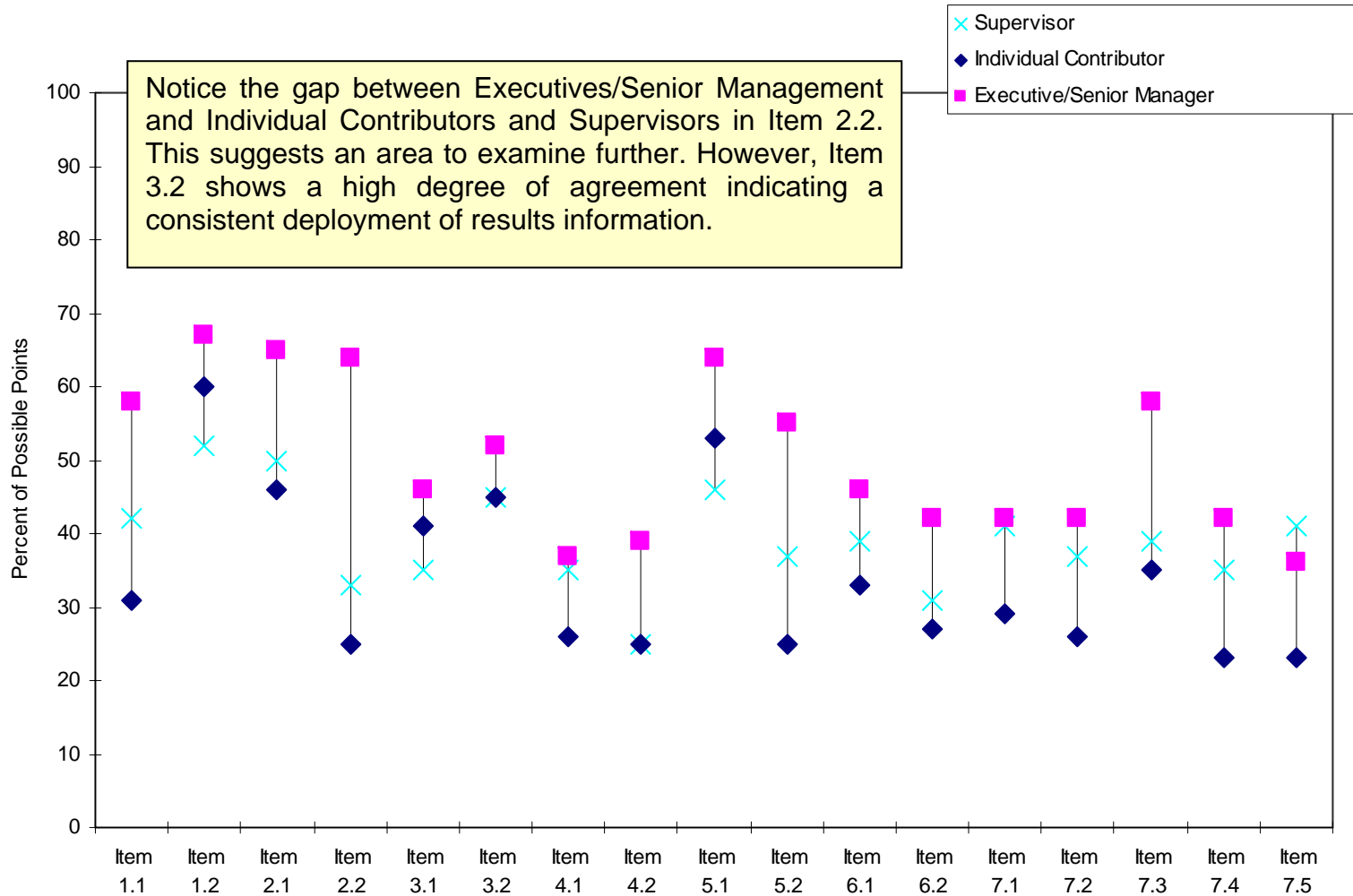
## Overall Item Level Percent Scores



## Category Level Point Scores - Position



### Item Level Point Scores - Position



Notice the gap between Executives/Senior Management and Individual Contributors and Supervisors in Item 2.2. This suggests an area to examine further. However, Item 3.2 shows a high degree of agreement indicating a consistent deployment of results information.

This chart shows the ratings by demographic attribute, in this case, Position. On a previous graph, Item 2.2, Strategic Deployment, reflected a rating of 37%. However, according to the breakout above, Executives/Sr. Mgmt. believe the processes are much stronger (65 percent) than Individual Contributors (24 percent) and Supervisors (30 percent). This typically indicates incomplete systems development or poor deployment of existing systems and processes required by the Item.

# Category 1 - Leadership

The Overall Score by Question and Current-State Descriptors show the overall percentage of points for a theme within each category. Refer to the Scoring Guidelines in Appendix B to see the Process percentage scoring. The 'Current' text describes the behavioral anchor of where the organization is now. Next Level text describes steps the organization could take to improve. Role Model text describes the maturity of high performing organizations.

## Overall Question Scores and Current-State Descriptors

%	Question	Description
%	<b>1A</b>	<b>Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]</b>
45	<b>Current</b>	Mature - Many senior leaders' actions effectively guide and direct the organization. They focus many workers on operational and improvement priorities. The personal actions of senior leaders usually follow organizational values and vision. Senior leaders sometimes ask for and get feedback to see if their guidance and direction are understood in many parts of the organization. Senior leaders may have made improvements or changes to how they guide the organization as a result of the feedback.
	<b>Next Level</b>	Advanced - Most senior leaders provide clear direction throughout the organization. Most senior leaders pass on the vision, values and organizational direction to most workers and key suppliers. Senior leaders lead by example; their personal actions usually follow organizational values. Leaders regularly ask for and get feedback from workers in most parts of the organization to see if they understand the vision, values, and direction of the organization. Leaders sometimes make improvements or changes to how they guide the organization as a result of the feedback.
	<b>Role Model</b>	Nearly all senior leaders provide clear direction throughout the organization. Nearly all senior leaders pass on the vision, values, and direction to nearly all workers at all levels of the organization and to appropriate suppliers, partners, and customers. Senior leaders lead by example and nearly always follow the organization's values. Leaders regularly ask for and get feedback from workers at all levels to see if they understand the vision, values, and direction of the organization. Leaders consistently make improvements or changes to how they guide the organization as a result of the feedback. Leaders have developed creative (innovative) approaches in these areas, (i.e., creative ways to pass on the vision/values). They make sure these best practices are shared across the organization.

**\*Please Note: This sample only includes question 1A for Category 1.**

## Question Level Scores - Leadership

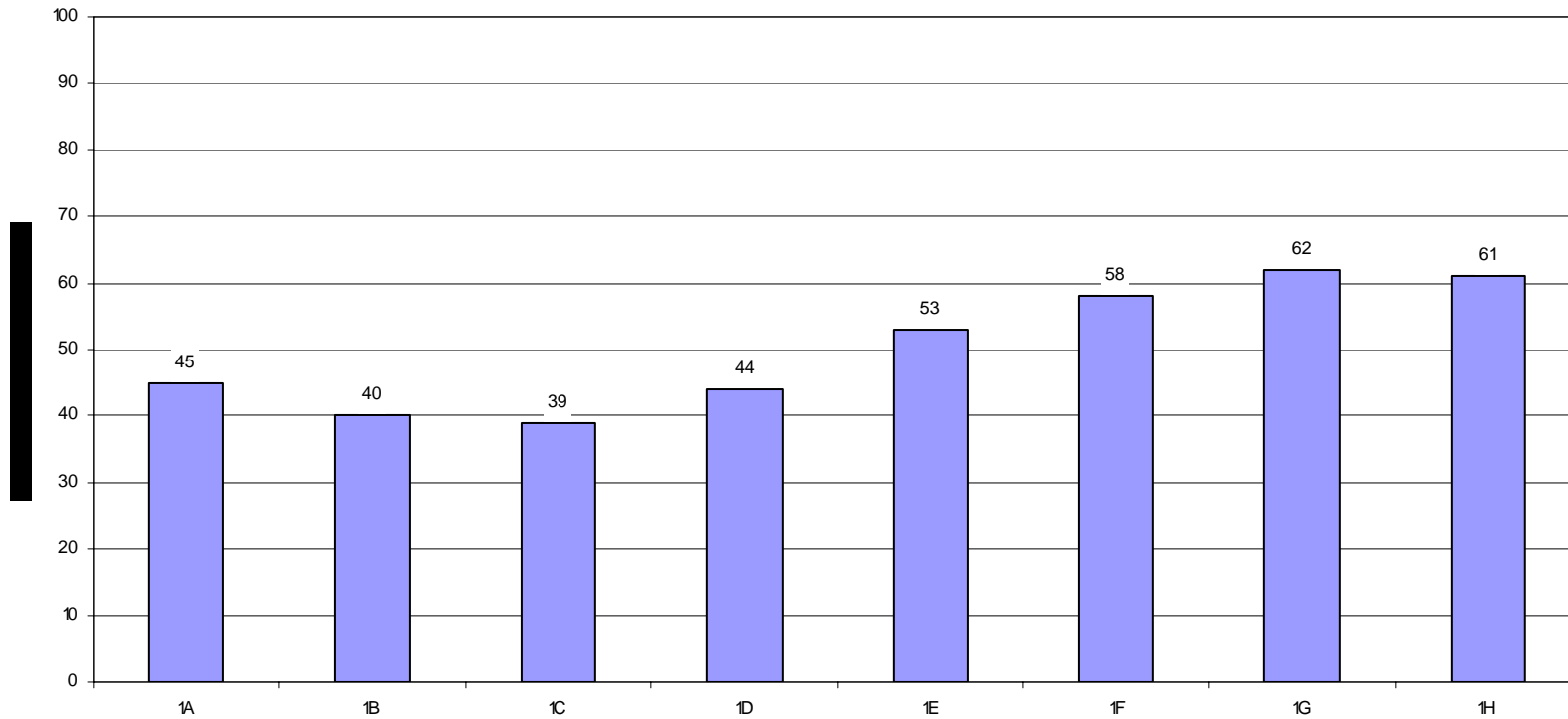


Chart Legend Key	
<b>1A</b>	Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
<b>1B</b>	Senior Leaders Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
<b>1C</b>	Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
<b>1D</b>	Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
<b>1E</b>	Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
<b>1F</b>	Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
<b>1G</b>	Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]
<b>1H</b>	Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

### Category 1 - Leadership - Areas Most Needing Improvement - Pareto Chart

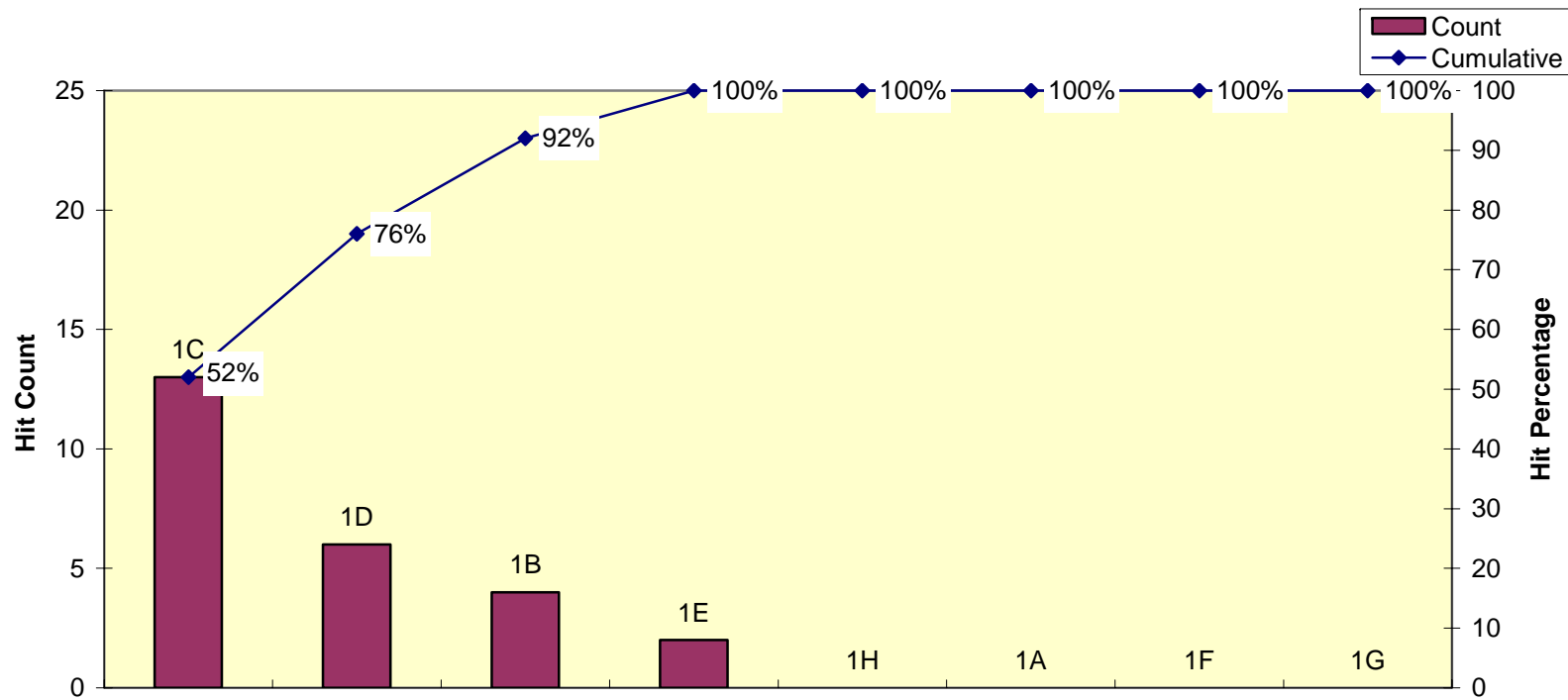


Chart Legend Key	
<b>1A</b>	Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
<b>1B</b>	Senior Leaders Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
<b>1C</b>	Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
<b>1D</b>	Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
<b>1E</b>	Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
<b>1F</b>	Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
<b>1G</b>	Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]
<b>1H</b>	Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

### Category 1 - Leadership - Priority Improvement Counts and Percentages - Position

	Count								Total	Percentage							
	1C	1D	1B	1E	1A	1F	1G	1H		1C	1D	1B	1E	1A	1F	1G	1H
Executive/Senior Manager	2	0	3	1	0	0	0	0	6	33	0	50	17	0	0	0	0
Supervisor	8	0	0	1	0	0	0	0	9	89	0	0	11	0	0	0	0
Individual Contributor	3	6	1	0	0	0	0	0	10	30	60	10	0	0	0	0	0
All	13	6	4	2	0	0	0	0	25	52	24	16	8	0	0	0	0

Chart Legend Key	
<b>1A</b>	Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
<b>1B</b>	Senior Leaders Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
<b>1C</b>	Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
<b>1D</b>	Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
<b>1E</b>	Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
<b>1F</b>	Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
<b>1G</b>	Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]
<b>1H</b>	Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

## Question-Level Comments by Position

### 1A Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]

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**What guidance have senior leaders put in place within your organization? How have they done this? Provide examples on how the personal actions of top leaders reflect or do not reflect the organization's vision and values? What creative ideas have senior leaders used to ensure guidance is passed on and understood by workers throughout the organization? What best practices have been shared throughout the organization?**

#### ***Executive/Senior Manager***

**Process Comment:** Through meetings, training, setting priorities, annual reports, budget presentations

#### ***Individual Contributor***

**Process Comment:** The senior leaders of the department, while they SET the vision and values, are not very effective at deployment. Information is not shared as to how leaders have arrived at what they define as the values of the organization. Within our division, the vision and values of the leader are clear to staff and staff has been provided an opportunity to have input based on their interpretation of what the "vision" should be.....

**Process Comment:** and values are communicated through quarterly reports, memos, and occasionally meeting minutes.

**Action Steps to Improve:** More meetings with staff to personally communicate the vision and to get ideas from everyone how to further implement.

#### ***Supervisor***

**Process Comment:** Strategic plan, mission and vision are all established and published. Some division managers do a good job of pushing it to the next level down.

**Process Comment:** The vision and mission of the Department is clearly understood and communicated.

**Process Comment:** I believe the senior leadership does a very good job of conveying the vision & mission of the organization and sending that message to employees throughout the organization.

# Appendix A - Assessment Themes and Values

The point values of the scoring system are linked directly to the points and scoring system of the Malcolm Baldrige Criteria for Performance Excellence. Each item and the questions included in the items are also derived from the Baldrige Criteria.

## Categories, Items, and Point Values

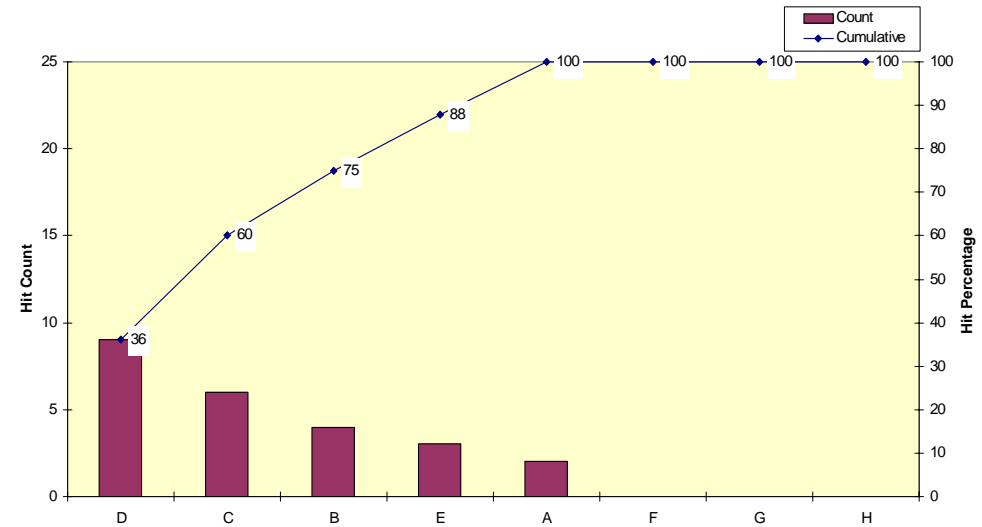
<b>1.0 Leadership</b>	<b>120</b>
<hr/>	
1.1 Senior Leadership .....	70
1A Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]	
1B Senior Leaders Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]	
1C Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]	
1D Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]	
1.2 Governance and Societal Responsibilities .....	50
1E Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]	
1F Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]	
1G Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]	
1H Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]	

# Appendix – How to Interpret Pareto Charts

Staff members in your organization have been asked to select one area in each of the seven categories for performance excellence, which they feel, is in most need of improvement. The concept of a Pareto chart is to show that the areas in need of improvement are usually a vital few, allowing leaders to concentrate their focus on specific improvement efforts.

Each chart will display the letters that correspond to the question rows for each of the seven categories along the x-axis. Along the y-axis both Count and Percentages are charted. The count of staff votes (Hits) for each area they believe is most in need of improvement is represented as bars on the graph. The chart is arranged with the largest hit count on the left of the graph, indicating the area selected by staff which they overall feel is most in need of improvement. The line charted above the bars represents the cumulative percentages of each bar, from left to right.

For example, in Figure 1, the letters D, C, and B represent an opportunity to solve 75% of key issues in 38% of the areas (3 of 8) for the category (Leadership). In this example, the letters F, G, and H did not receive any votes since these areas were not selected by staff as areas most in need of improvement.



Letter Key for Category 1 - Leadership - Areas Most Needing Improvement	
1A	Vision and Values: Set and Deploy Vision and Values
1B	Vision and Values: Promoting a Climate for Legal and Ethical Behavior
1C	Vision and Values: Sustaining the Organization Through Innovation, Learning, Developing Future Leaders, and Organizational Agility
1D	Communication and Organizational Performance: Empowerment, Motivation, Taking Action to Improve Performance, and Creating Customer Value
1E	Organizational Governance: Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness
1F	Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns
1G	Legal and Ethical Behavior: Ensuring Ethical Behavior
1H	Support of Key Communities: Providing Community Support

Figure 1

# Acknowledgments

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