

Leveraging Baldrige for Performance Management







CORAL SPRINGS



Leadership

Strategic Planning

Customer & Market Focus

Measurement, Analysis, &
Knowledge Management

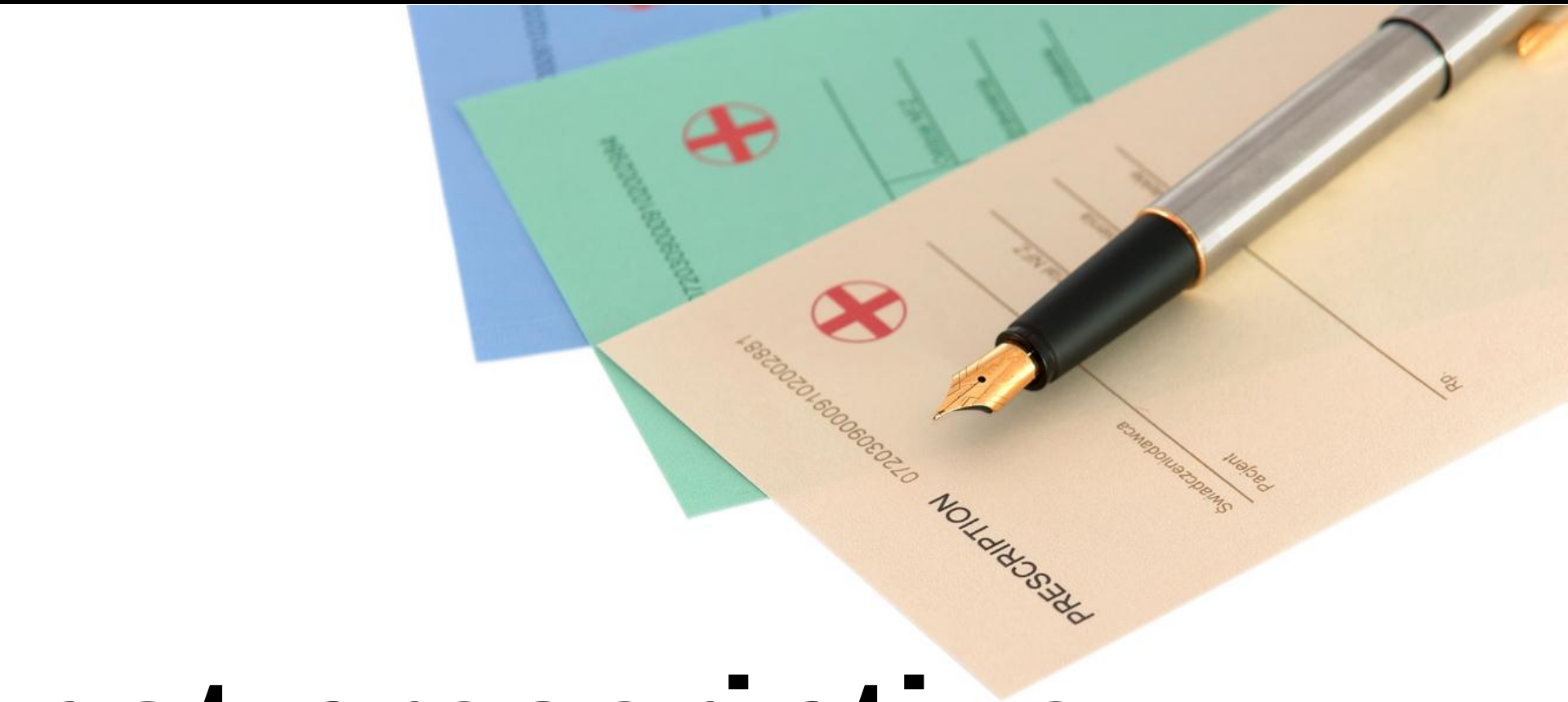
Workforce Focus

Process Management

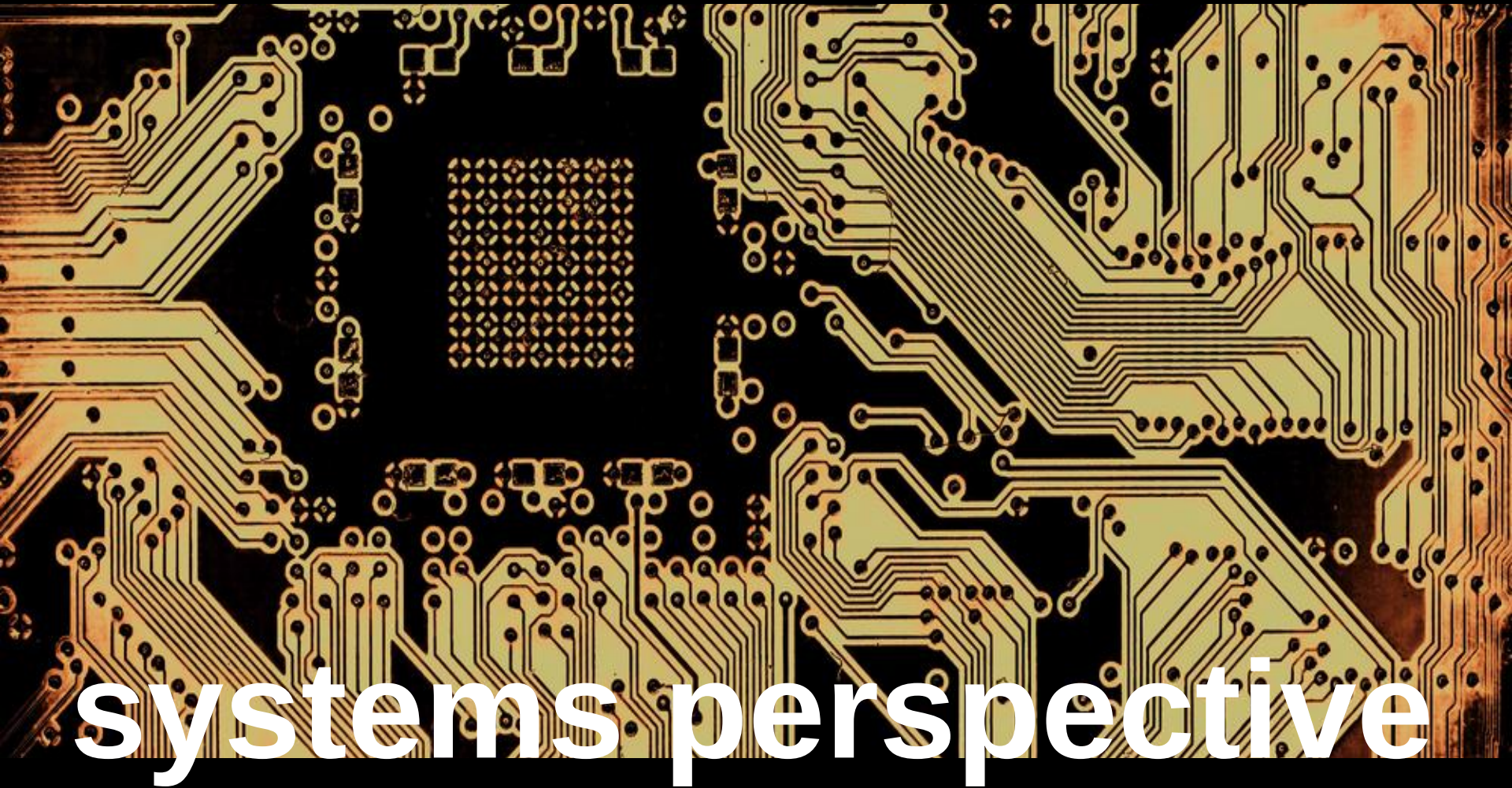
Results

A satellite image of the Earth, showing the continent of Africa and the surrounding Atlantic Ocean. The image is in grayscale, with the landmasses appearing in shades of gray and the oceans in a lighter gray. The curvature of the Earth is visible on the left side.

global criteria



not prescriptive



systems perspective

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

6.1 Work Systems Design: How do you design your work systems? (35 pts.)

Process

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:

a. **CORE COMPETENCIES**

- (1) How does your organization determine its **CORE COMPETENCIES**? What are your organization's **CORE COMPETENCIES**, and how do they 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?

b. **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**?

application

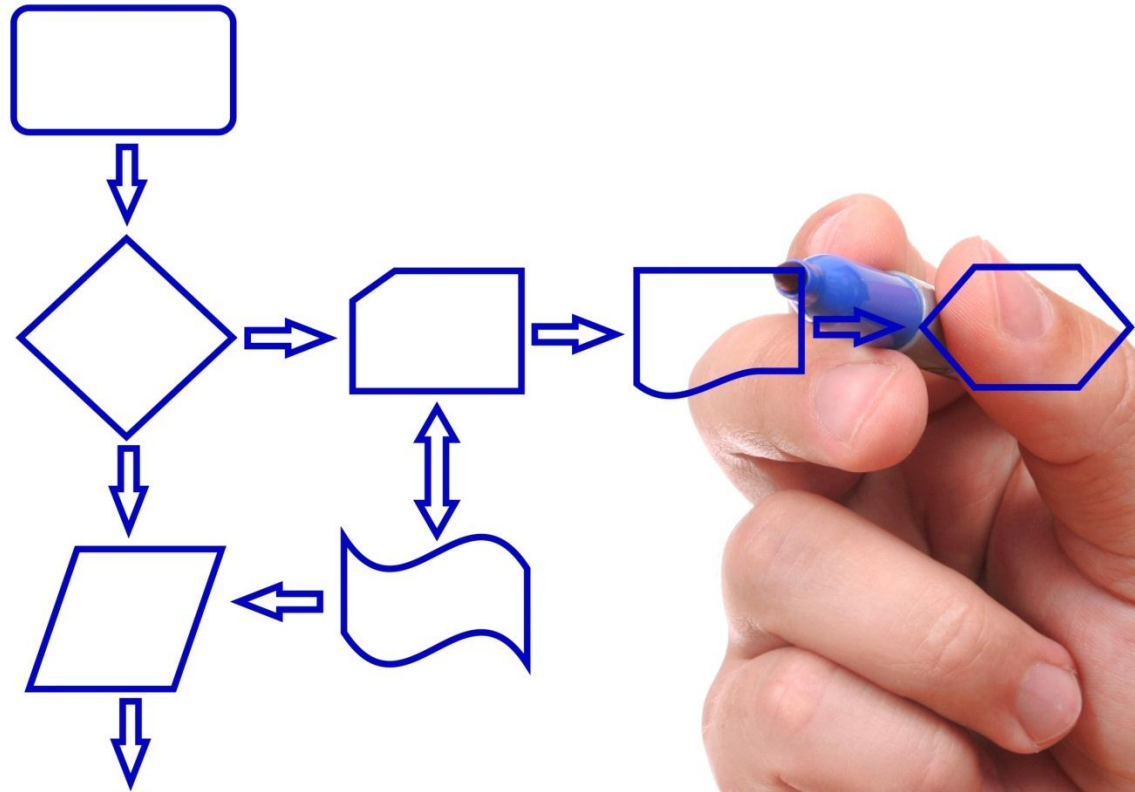
Opportunities for Improvement

- While many key processes in the Agency have clear customer requirements established, some do not have requirements documented.
- Improvements have been made over the past two years, however, it is still not as clear to some staff how performance measures are driven from key customer requirements and that data drives the continuous improvement of processes.

feedback report



Bandrige



process management



objectives

linking



gathering input

your satisfaction with respect to the

Low Neutral High N/A

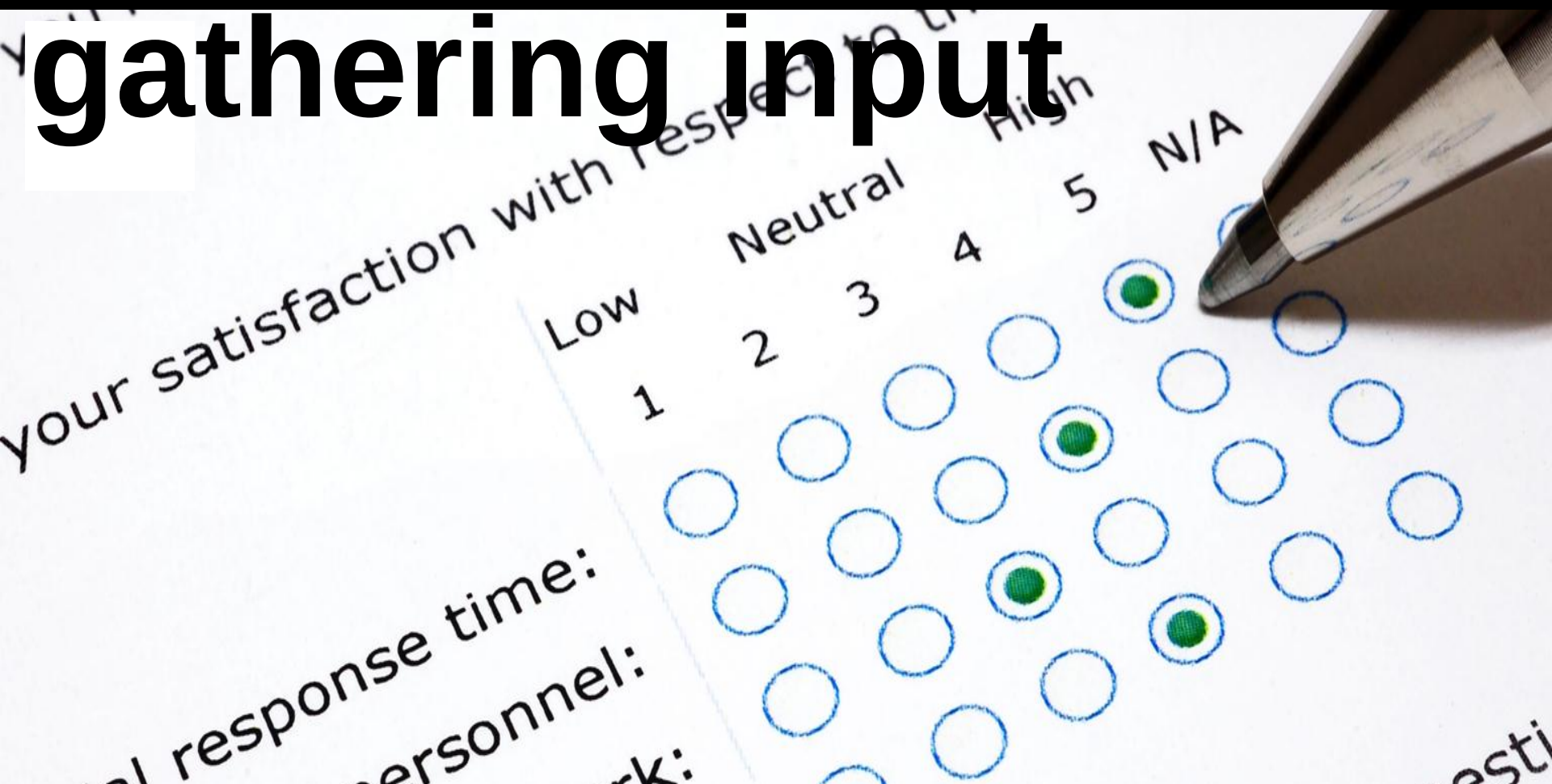
1 2 3 4 5

response time:

personnel:

rk:

esti





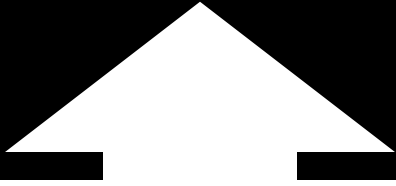
in-process measures

analysis



acting
on
knowledge



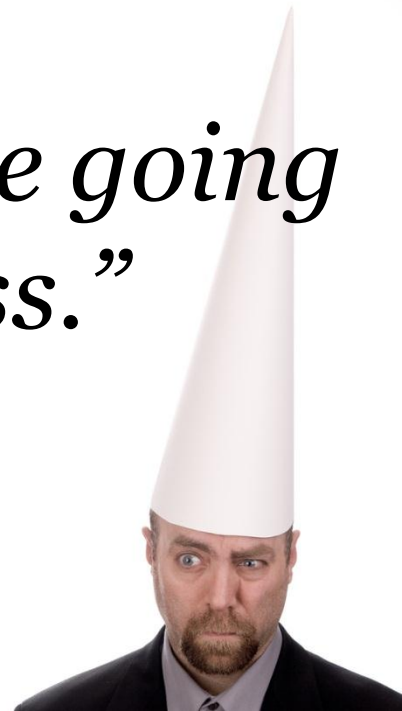


results



“If you don’t like change, you’re going to like irrelevance even less.”

—General Eric Shinseki, Chief of Staff, US



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