

Kentucky Center
for Performance
Excellence



Winning For Kentucky.....

Winning For You!

Presents:

Baldrige Express

A partnership for self assessment - with the
National Council for Performance Excellence

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Benefits of the eSurvey Approach

Fast



Easy

Affordable



Effective

- Accessible 24/7
- Technical support provided
- Online, web-based, easily accessed from any PC
- Cost effective survey only takes about an hour.
- Assess organization from employees at all levels
- Easy to use performance level maturity scale
- Receive internal and external feedback
- 3-5 day turnaround for Feedback Report
- High performance feedback diagnostics
- Solid alignment to current Baldrige Criteria



Survey Login and Demographics

Assessment Login

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Welcome to the Organizational Performance Assessment conducted by the National Council for Performance Excellence. Your organization's leadership has decided to undergo this assessment process in an effort to measure its current performance.

This instrument is designed to assess the performance of your organization from each individual's point of view. Your responses will determine how valid - and how valuable - the assessment results will be. So please be thoughtful, candid, and thorough. Thank you!

This is a **secure** web site to ensure the confidentiality of your responses.

You should have received an e-mail message with your user ID and password. This information is required before you can begin completing the assessment.

User ID:

Password: Change Password

Assessment Login

Type in your User ID which you received through email (usually your email address) and unique password. Click 'Assessment Login'.



Customized Demographic Profile

An organization will choose their own customized Demographic Profile.
Comparative charts and data are presented in the Feedback Report.

The following is a sample:

Position	Location	Function	Years of Service
Executive/Senior Manager	East	Manufacturing	0 yrs. < 1 yr.
Individual Contributor	Headquarters	R&D/ Knowledge Mgmt/ Info Tech	1 yrs. < 3 yrs.
Supervisor	West	Sales/ Marketing/ Customer Support	3 yrs. < 5 yrs.
		Support Services	5 yrs. < 10 yrs.
			10+ yrs.

Baldrige Express Demographic Selection

(Sample Participant's View)

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Demographics

Click on one selection which most closely matches your role in the organization.

Position	
<input checked="" type="radio"/>	Executive/Senior Manager
<input type="radio"/>	Individual Contributor
<input type="radio"/>	Supervisor

Click 'Next' to save your selection and advance to the next page.

Full Descriptions	1/1	Next ▶
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Each demographic attribute will appear on separate pages.

Participants select the demographic value that describes their position within the organization.

Assessment Status Page

Assessment Status

This assessment ends on **Friday, December 31, 2010** at Midnight (Eastern Time). Please complete the assessment before this date. Your input is valued and appreciated. Thank you.

Click on each Category title below to complete the assessment. All information is saved each time you click 'Next'. You may login and resume work on the assessment any number of times before the end date.

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[Demographics](#)

Completed

Category 1 [Leadership](#)

Category 2 [Strategic Planning](#)

Category 3 [Customer Focus](#)

Category 4 [Measurement, Analysis & Knowledge Mgmt](#)

Category 5 [Workforce Focus](#)

Category 6 [Process Management](#)

Category 7 [Results](#)

Once you have completed the Demographic Profile, click on the Leadership Category to begin the assessment.

[Print Responses](#)

Category 1 of Baldrige Express

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- Click the radio button to the right of each theme that best describes the level of development in your organization.
- To see a list of all descriptions, click on 'Full Descriptions' below.
- Identify one theme you believe is the most important to improve now. Check the box next to that theme under the MNI (Most Needing Improvement) column on the left.
- When you Click 'Next', a comment page will appear on the theme you selected.
- Save your responses at any time by clicking 'Save Your Work' below.

1) Click the radio button for each theme that best describes the level of development in your organization.

2) Mouse over the levels at the top to view the descriptors of each level or click "Full Descriptions" below.

3) Identify 1 theme you believe is the most important to improve now under the MNI column. This data is reported as a Pareto chart and Priority Improvement Data Chart in the Feedback Report.

MNI	#	Theme	Not Evident	Beginning	Basically Effective	Mature	Advanced	Role Model
<input type="checkbox"/>	1A	Senior leaders establish and communicate the vision, mission, and values throughout the organization.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/>	1B	Senior leaders personally promote legal and ethical behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/>	1C	Senior leaders promote employee empowerment, innovation, learning, organizational agility, and develop future leaders to sustain organizational success.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input checked="" type="checkbox"/>	1D	Senior leaders empower and motivate employees, encourage two-way communication, participate in reward and recognition to improve performance, and create value for customers.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/>	1E	Our governance system ensures that management is accountable for the organization's actions and that stakeholder interests are protected.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/>	1F	We anticipate and reduce risks to the public that may come from products, services, facilities, and business operations.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/>	1G	Leadership makes sure ethical practices are followed and addressed.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="checkbox"/>	1H	Our organization considers the well being of environmental, social, and economic systems and provides support through activities and programs in the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Save Your Work

Full Descriptions

1/7

Previous

Next

Priority Improvement Comments

(Sample Participant's View)

Category 1

Describe briefly the activities your organization conducts that relate to the theme:
Communication and Organizational Performance: Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value

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Comments: Describe how senior leaders establish an open environment to honestly discuss issues? How do they motivate you to do your best at all times? Describe how senior leaders participate in reward and recognition programs. How widely is this done?

Process comments go here.

Process comments are requested for each Category priority improvement selection.

Participants offer process comments and suggestions for improvement on their selection.

Suggest ways to improve this process.

Suggestions for improvement go here.

Participants offer suggestions for improvement on the process.

1/1

Next ▶

Completed Assessment Status Page

Assessment Status

This assessment ends on **Friday, December 31, 2010** at Midnight (Eastern Time). Please complete the assessment before this date. Your input is valued and appreciated. Thank you.

Click on each Category title below to complete the assessment. All information is saved each time you click 'Next'. You may login and resume work on the assessment any number of times before the end date.

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Demographics	<i>Completed</i>
Category 1 Leadership	<i>Completed</i>
Category 2 Strategic Planning	<i>Completed</i>
Category 3 Customer Focus	<i>Completed</i>
Category 4 Measurement, Analysis & Knowledge Mgmt	<i>Completed</i>
Category 5 Workforce Focus	<i>Completed</i>
Category 6 Process Management	<i>Completed</i>
Category 7 Results	<i>Completed</i>

- When the Demographics and ALL the Categories say 'Completed', your data will automatically be submitted.

- Participants may print their own survey responses by clicking "Print Responses".

[Print Responses](#)

Review and Edit Assessment

Participants can provide feedback on the assessment tool to the Assessment Administrator.

Assessment Status

[Click this link to provide feedback on the assessment](#)

Congratulations!

You've successfully completed the Online Assessment administered by the National Council for Performance Excellence. Thank you very much for taking the time to complete the assessment.

Click the **Back to Assessment** button to review or edit responses in the Assessment.

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Back to Assessment

Participants can review and edit their assessment once it is completed by clicking "Back to Assessment".

Performance Indicator Feedback Report

- When all assessment data has been collected, an automated Performance Indicator Feedback Report will be generated and sent within three to five business days.

- The Performance Indicator Feedback Report consists of:
 - ◆ Demographic Charts
 - ◆ Overall Scores
 - ◆ Category-Level Scores
 - ◆ Item-Level Scores
 - ◆ Gap Analysis Charts
 - ◆ Overall Priority Analysis Chart
 - ◆ Benchmark/Comparative Data
 - ◆ Individual Question Scores – Current, Next Level, and Role Model Performance Levels
 - ◆ Pareto Charts for each Category
 - ◆ Priority Improvement Data Charts
 - ◆ Process and Results Comments
 - ◆ Priority Improvement Comments

Leadership Category, Item and Point 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.

1.0 Leadership -- 120 points

1.1 Senior Leadership -- 70 points

- 1A Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
- 1B Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
- 1C Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
- 1D Communication and Organizational Performance: 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 Social Responsibility -- 50 points

- 1E Organizational Governance: Review and Achieve Management Accountability, Protect Stakeholder Interests, and Improve Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
- 1F Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
- 1G Legal and Ethical Behavior: Promoting and Ensuring Ethical Behavior [Baldrige ref: 1.2b(2)]
- 1H Societal Responsibilities and Support of Key Communities: Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

Organization Demographics

This chart is a sample demographic report highlighting response rate by position. Similar graphics will report breakouts by other demographics used in the survey.

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

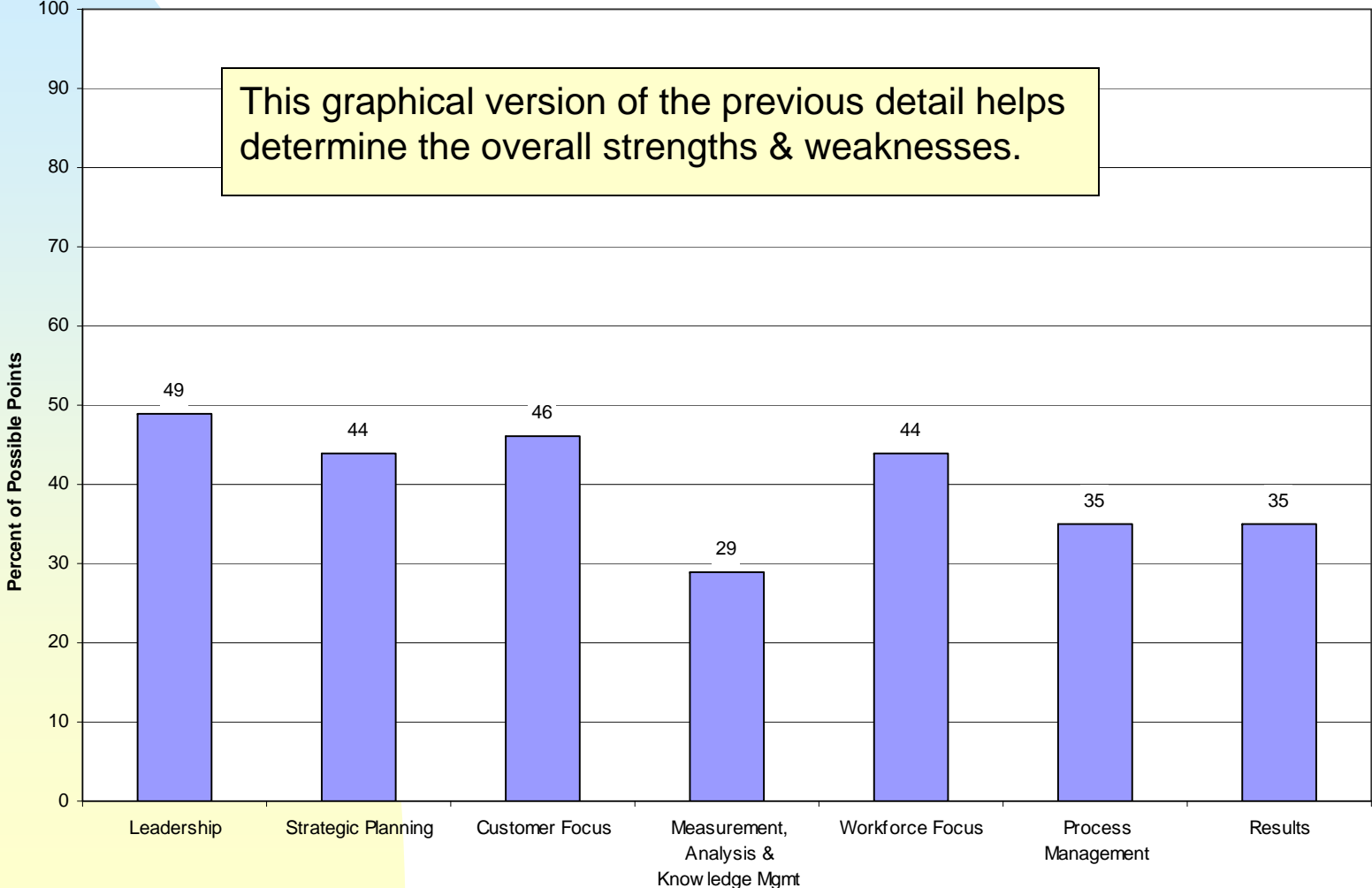
Feedback Report Summary Results

This table explains the points scored for each category, total possible points and the percentage of total points achieved for each category.

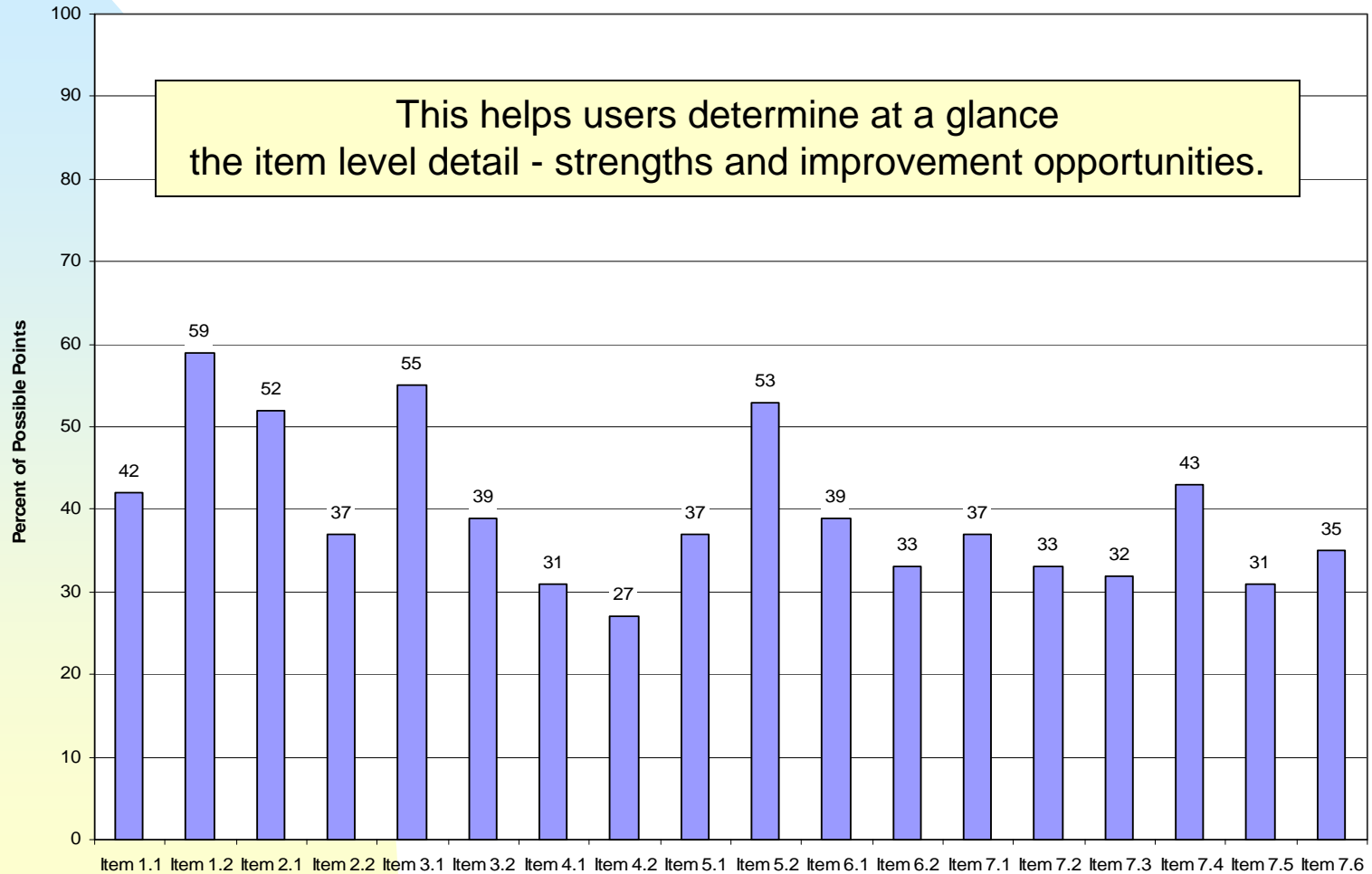
Baldrige Criteria	Total Points	Points Scored	% of Total Pts.
1. Leadership	120	59	49
2. Strategic Planning	85	37	44
3. Customer Focus	85	39	46
4. Measurement, Analysis, & Knowledge Mgmt	90	26	29
5. Workforce Focus	85	38	44
6. Process Management	85	30	35
7. Results	450	158	35
Totals	1000	387	39%

Overall Category Percent Scores

This graphical version of the previous detail helps determine the overall strengths & weaknesses.

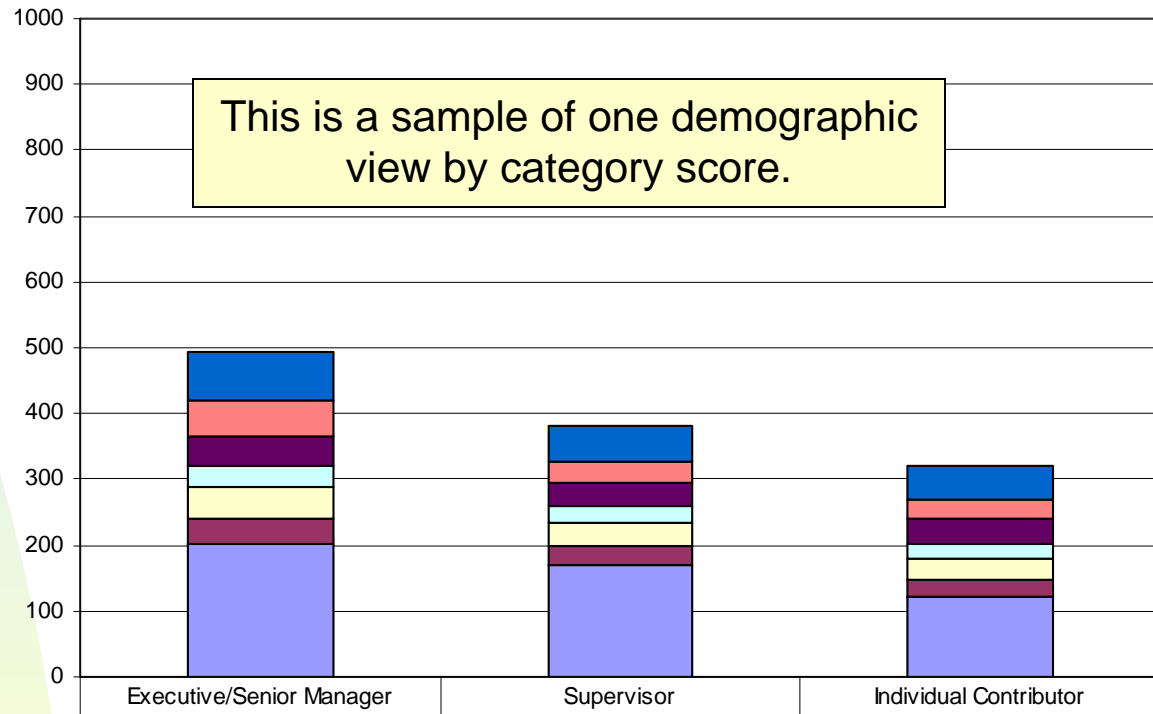


Overall Item Percent Scores



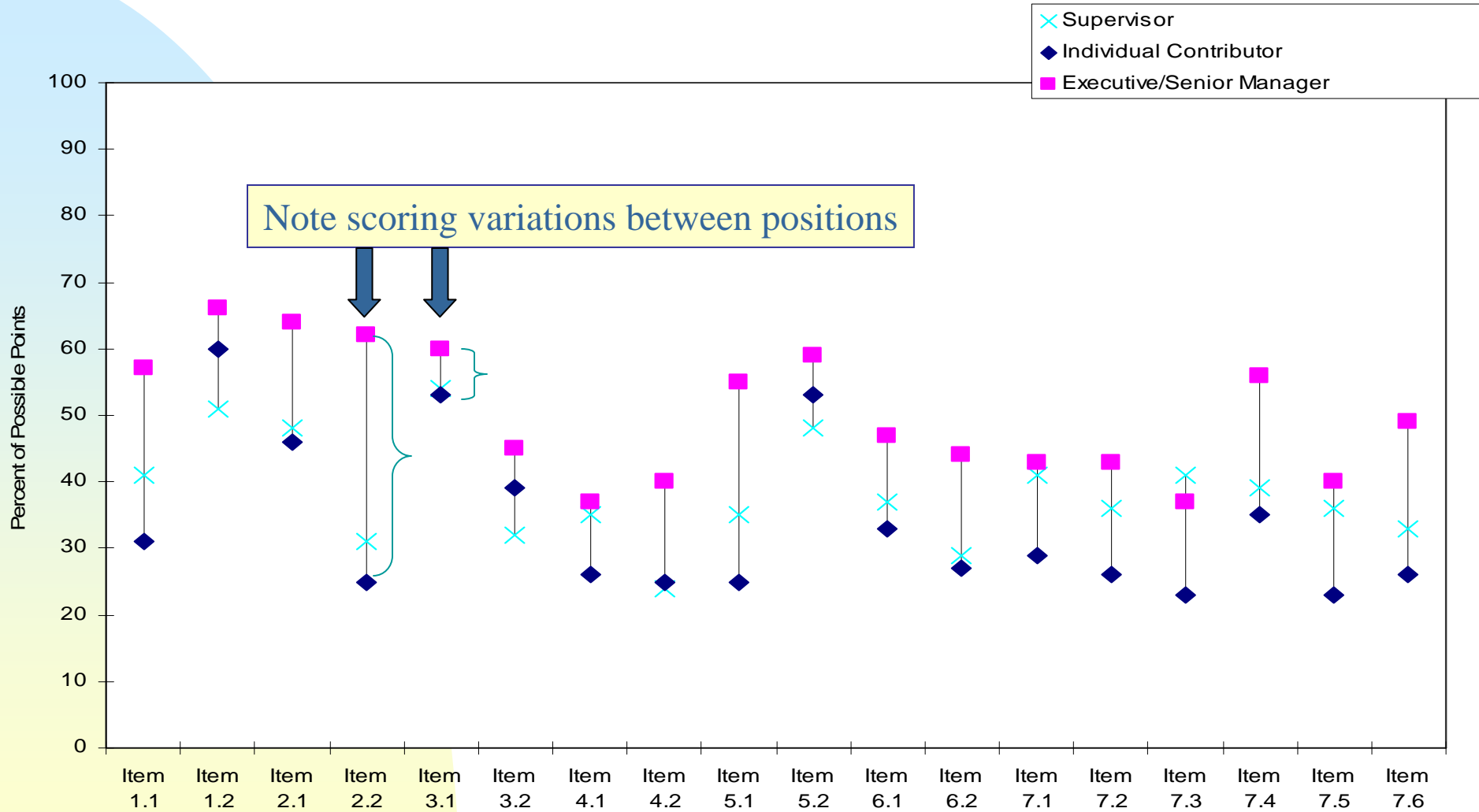
Category Point Scores by Position

Total Possible Points



Category	Executive/Senior Manager	Supervisor	Individual Contributor
Leadership	73	54	52
Strategic Planning	53	33	29
Customer Focus	44	36	39
Measurement, Analysis & Knowledge Mgmt	35	26	23
Workforce Focus	48	35	32
Process Management	38	27	25
Results	201	171	122

Item Percent Scores by Position



Priority Analysis Chart – Question Level

Question Maturity vs Priority for Improvement (Normalized across Categories 1-6)



Top Priority Opportunities and Strengths

■ **Top 5 Opportunities for Improvement**

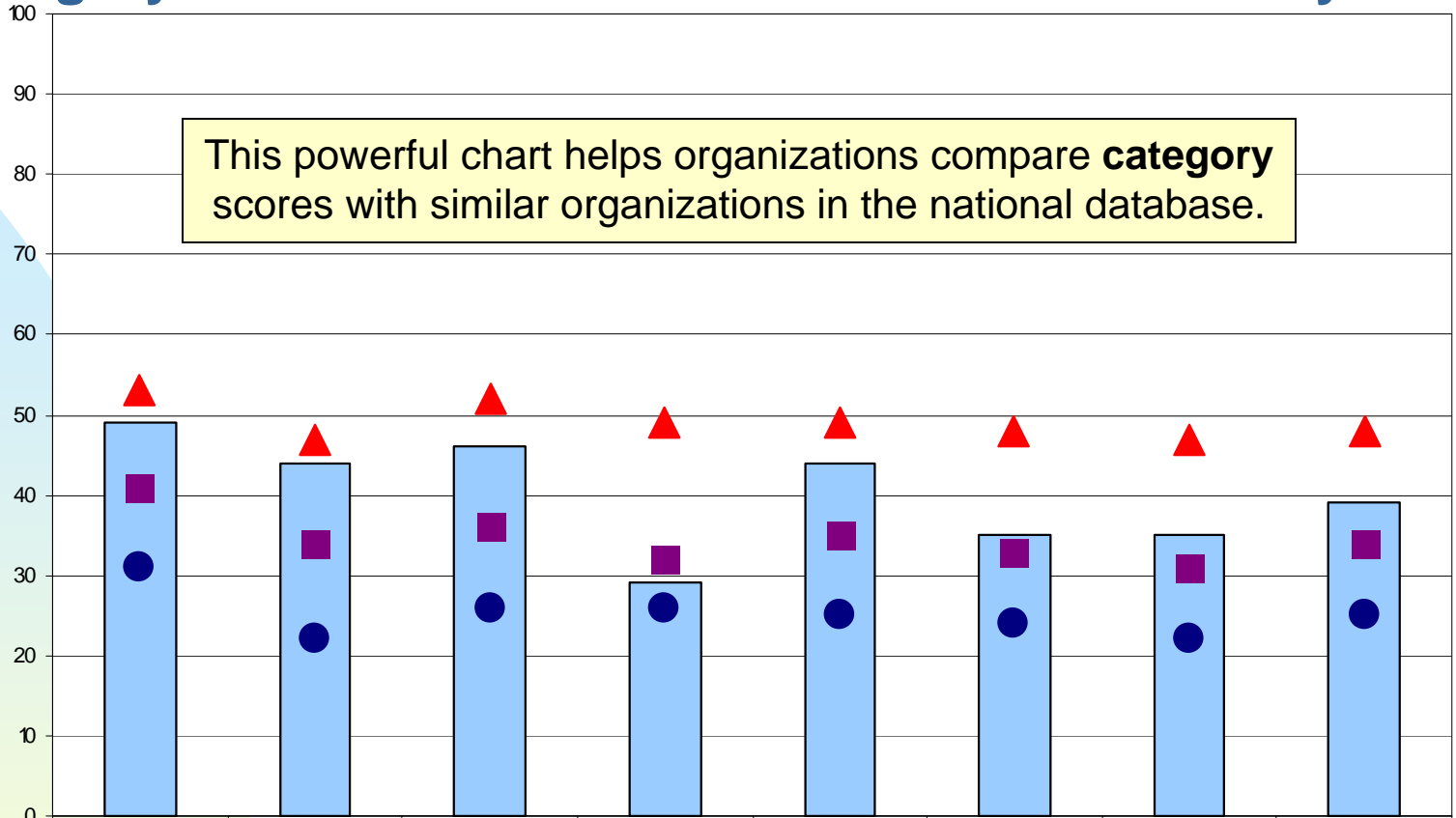
- 1C Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders
- 5B Workforce Enrichment: Performance Management System to Support High Performance Work and Workforce Engagement
- 6C Emergency Readiness: Preparing the Work System and the Workplace for Emergencies and Disasters
- 3F Analysis and Use of Customer Data: Determining Customer Groups and Segments
- 2E Action Plan Development and Deployment: Aligning Work, Tracking Progress, and Making Changes to Action Plans Quickly

■ **Top 5 Strengths**

- 4A Performance Measurement: Selecting Measures and Collecting Data to Track Daily Operations and Overall Organizational Performance
- 6A Work System Design: Designing Work Systems to Deliver Customer Value
- 3A Product Offerings and Customer Support: Identify and Innovate Product Offerings to meet the Requirements of Customers
- 2A Strategy Development Process: Developing Strategic Plans
- 5E Workforce Capability and Capacity: Identify Needed Skills, Competencies, and Staffing Levels, and Build A Workforce to Accomplish the Organization's Work

Category Benchmark with NAICS Code 92 Nationally

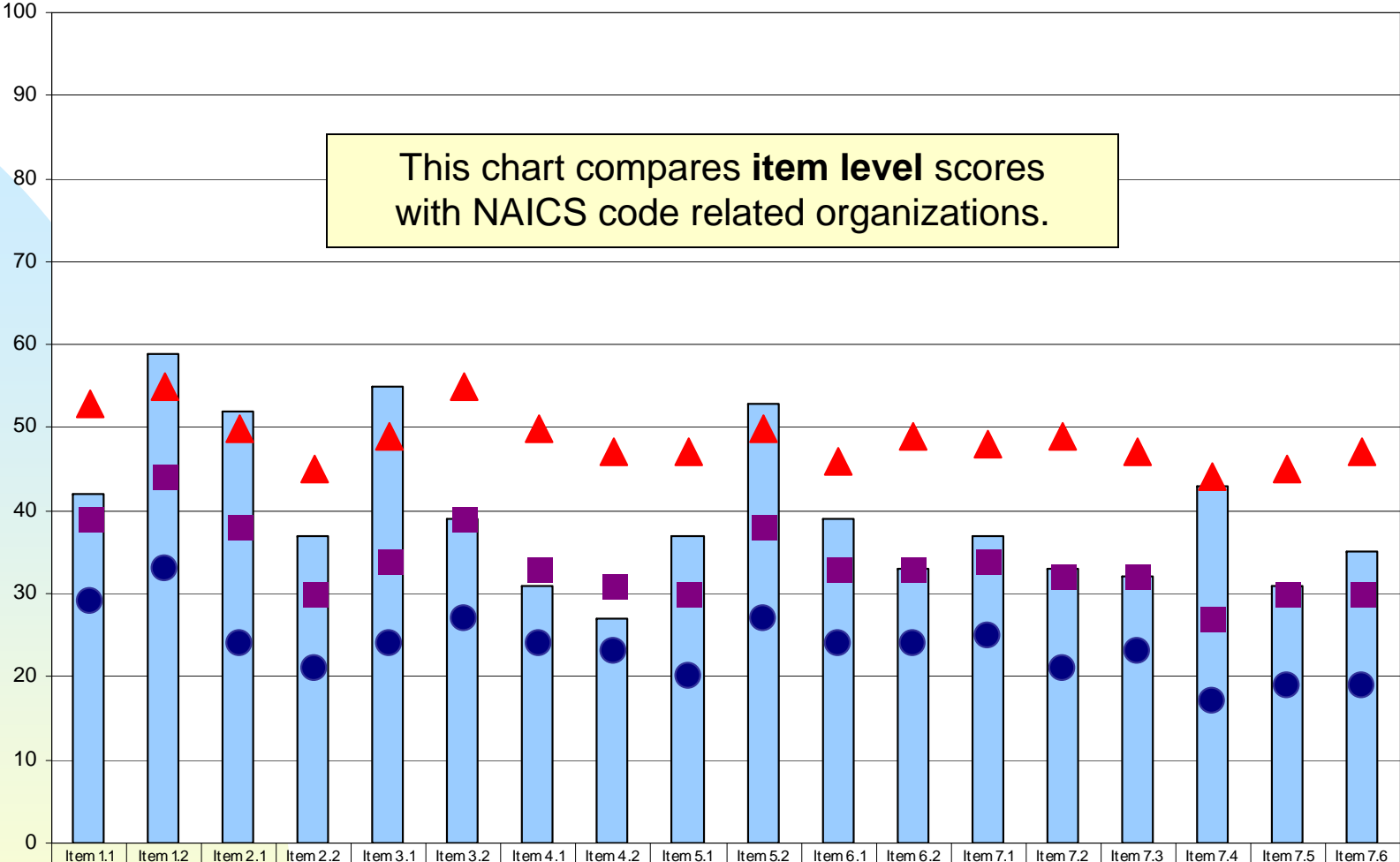
This powerful chart helps organizations compare **category** scores with similar organizations in the national database.



	Leadership	Strategic Planning	Customer Focus	Measurement, Analysis & Knowledge Mgmt	Workforce Focus	Process Management	Results	Overall Score
2009 Business Express Sample	49	44	46	29	44	35	35	39
Maximum	53	47	52	49	49	48	47	48
Minimum	31	22	26	26	25	24	22	25
Mean	41	34	36	32	35	33	31	34

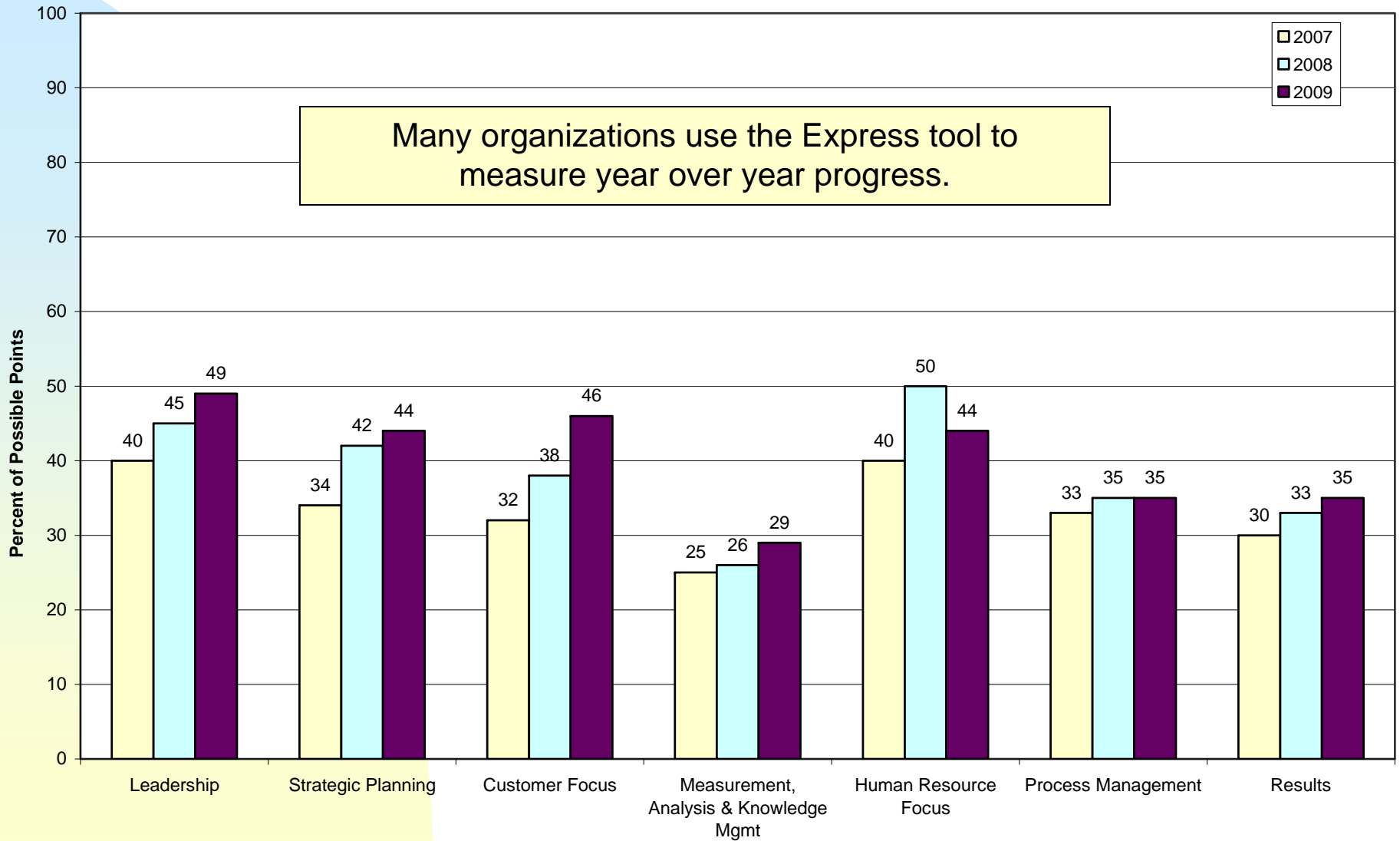
Benchmark with NAICS Code 92 Nationally

This chart compares **item level** scores with NAICS code related organizations.



	Item 1.1	Item 1.2	Item 2.1	Item 2.2	Item 3.1	Item 3.2	Item 4.1	Item 4.2	Item 5.1	Item 5.2	Item 6.1	Item 6.2	Item 7.1	Item 7.2	Item 7.3	Item 7.4	Item 7.5	Item 7.6
2009 Business Express Sample	42	59	52	37	55	39	31	27	37	53	39	33	37	33	32	43	31	35
Maximum	53	55	50	45	49	55	50	47	47	50	46	49	48	49	47	44	45	47
Minimum	29	33	24	21	24	27	24	23	20	27	24	24	25	21	23	17	19	19
Mean	39	44	38	30	34	39	33	31	30	38	33	33	34	32	32	27	30	30

Category Level Comparative for 2007, 2008 & 2009



Question Scores and Maturity

- **Current Level** - where the organization is now.
- **Next Level** - steps the organization could take to improve.
- **Role Model** - high performing organizations.

%	Row	Description
%	1A	Vision, Values, Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
45	Current	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.
	Next Level	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.
	Role Model	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.

Sample Leadership Question Scores

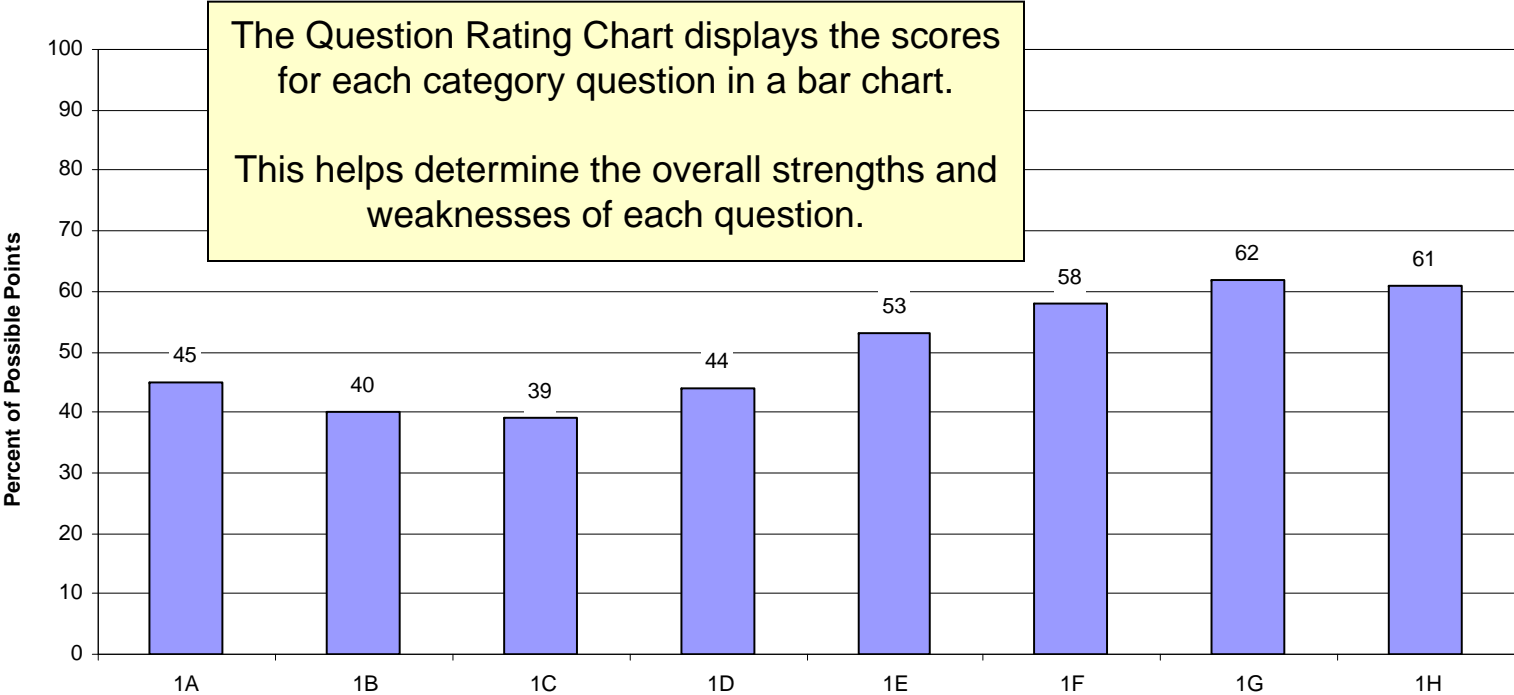


Chart Legend Key	
1A	Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
1B	Vision, Values, and Mission: Personally Promoting a Climate for Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
1C	Vision, Values, and Mission: Sustaining the Organization Through Innovation, Learning, Organizational Agility, and Developing Leaders [Baldrige ref: 1.1a(3)]
1D	Communication and Organizational Performance: Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
1E	Organizational Governance: Review and Achieve Management Accountability, Protect Stakeholder Interests, and Improve Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
1F	Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
1G	Legal and Ethical Behavior: Promoting and Ensuring Ethical Behavior [Baldrige ref: 1.2b(2)]
1H	Societal Responsibilities and Support of Key Communities: Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

Pareto Charts

- Staff members in your organization will be asked to select one or more areas in each of the seven categories, which they feel, is in most need of improvement. The concept of a Pareto chart is to show the vital few areas most in need of improvement - allowing leaders to their focus on the most critical improvement efforts.
- We will supply you with a Pareto chart for each of the seven categories of the Organization Assessment Survey.
- Each chart will display the letters that correspond to the themes for each of the seven categories along the x-axis. Along the y-axis both Count and Percentages are displayed. 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 feel is most in need of improvement. The line charted above the bars represents the cumulative percentages of each bar, from left to right.
- An example is shown on the next page.

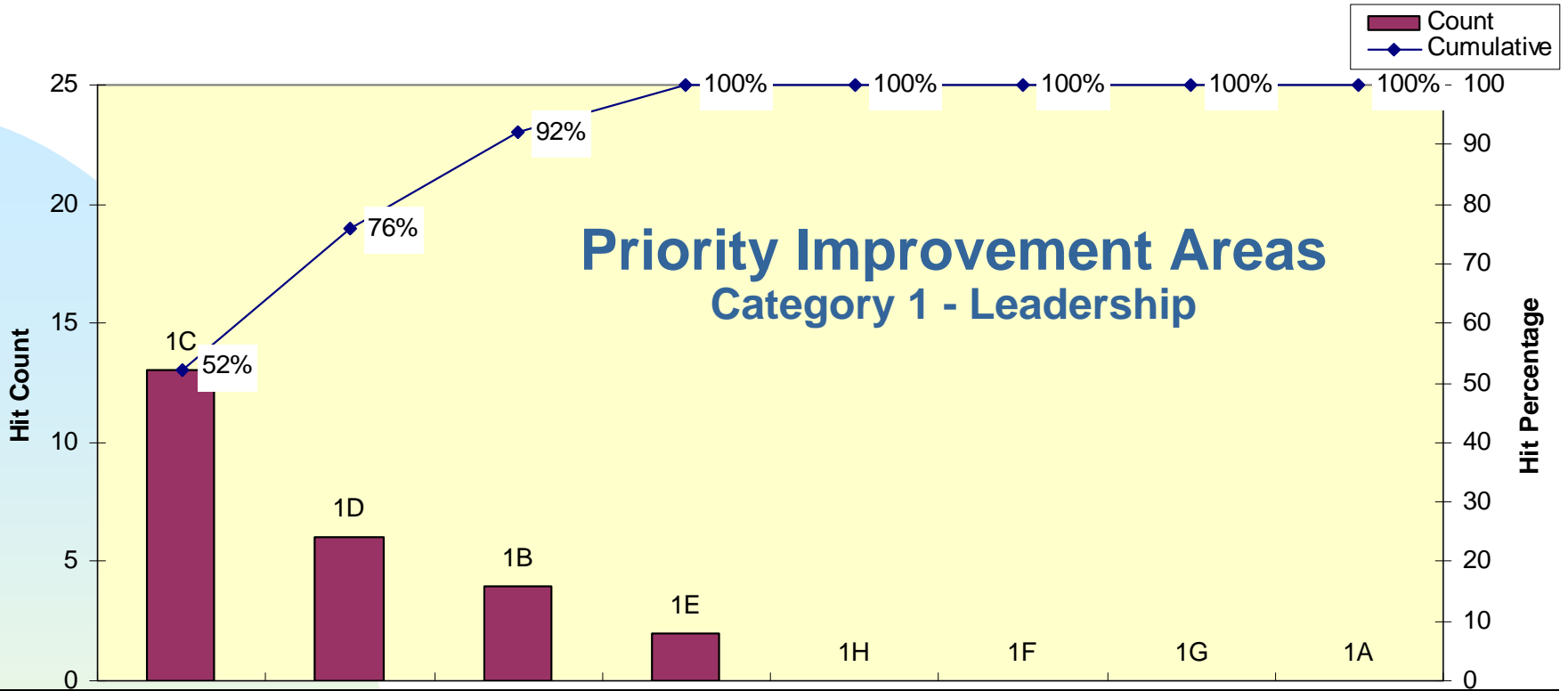



Chart Legend Key

1A	Vision, Values, and Mission: Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
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1F	Legal and Ethical Behavior: Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
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1H	Societal Responsibilities and Support of Key Communities: Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

Priority Improvement Selections by Position



	Count								Total	Percentage							
	C	D	B	E	A	F	G	H		C	D	B	E	A	F	G	H
Executive/ Senior Manager	3	0	3	1	0	0	0	0	7	43	0	43	14	0	0	0	0
Individual Contributor	7	0	0	1	0	0	0	0	8	88	0	0	13	0	0	0	0
Supervisor	3	6	1	0	0	0	0	0	10	30	60	10	0	0	0	0	0
Total	13	6	4	2	0	0	0	0	25	52	24	16	8	0	0	0	0

This chart shows priority improvement selections according to the various Demographic attributes and values. Look at “C” (the highest priority from the previous page) and you will see that **Individual Contributors** identified the need to improve this area by a greater margin than did the Executives/Senior Managers and Supervisors. This tends to indicate a deployment gap.

Leadership Comments by Position

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

Executive/ Senior Manager

Process Comment: We do a great job setting and deploying the vision and values to all. Through e-mails, town hall meetings, Intranet. Scorecards for the whole organization, sectors and local offices in place. Rules of Operation being implemented and communicated very efficiently.

Process Comment: We use many techniques to communicate the vision and values including all hands meetings each quarter, weekly notes from the exec office, email. Staff check with employees to be sure key points were understood.

Supervisor

Process Comment: The senior leaders set and deploy the visions and values through goal setting committees and conferences. These visions are imparted through staff meetings and newsletters.

Action Steps to Improve: This process can be improved by establishing a more consistent way of communicating their continued growth in the process.

Individual Contributor

Process Comment: We have vision, core values, mission statements, strategic goals and action plans. Leadership is committed to these.

Action Steps to Improve: These visions and values may have to be more widely understood.

Other Services

- Additional Performance Indicator Feedback Reports can be extracted from the demographic profile. For example: Reports can be generated for each organizational site or department identified in the demographic profile.
- Paper surveys can be completed as an alternative approach. A combination of paper and online surveys can also be completed.
- The Criteria language can easily be customized for your organization.
- Comparative data at the Category-level is available from previous assessments from the same organization.

Frequently Asked Questions:

Q. Which internet browsers are recommended?

A. Express supports Internet Explorer 5.01 or higher, Netscape Communicator, Mozilla Firefox and AOL.

Q. How will survey participants responses be kept private?

A. Each participant will receive an ID and password. Also, report formats will summarize data by demographics and will not be available by individuals.

Q. How long will the survey be available to our organization?

A. Timeframes are determined by you and KYCPE. Typically 5 -10 working days is enough to ensure that all participants have an opportunity to complete their survey.

Q. Will KYCPE help us interpret the report and create action plans for next steps?

A. Yes! KYCPE will help you with a free one hour WebEx dialogue with your survey team, and is available for a 2 hour on-site dialogue with a small fee to cover travel expenses.

THE BALDRIGE EXPRESS

You will get a fast, comprehensive web-based assessment.



Discover why so many organizations measure their performance - According to the National Baldrige Performance Excellence Criteria

The benefits are priceless...

What will it cost?

Baldrige Express Survey/Report Pricing

Survey Participants	Express Price*
Up to 25 Participants	\$1,500
26-49 Participants	\$2,500
50-99 Participants	\$3,000
100-149 Participants	\$3,500
150-199 Participants	\$4,000
200-249 Participants	\$4,500
250-299 Participants	\$5,000
300+ Participants + \$10 per additional participant	\$5,000

Larger organizations,
Multiple Demographics,
Deeper Understanding

*KYCPE offers two **discounts** associated with the Baldrige Express Survey:

1. KYCPE corporate **members receive a discount of 30%** of their membership fee - or
2. Baldrige Express users can use **30% of their fees toward the award application fee** if application payment is submitted with 24 months of Baldrige Express Survey payment.

What is the process? What are my next steps?

1. – Contact KYCPE to complete the Express Assessment Request
 - ◆ Include your organizations contact information & NAICS code,
 - ◆ Online/paper survey preference, and option for N/A answers,
 - ◆ Number and demographics of survey participants,
 - ◆ Requested survey dates, and Report format – electronic and/or paper
 - ◆ Technical contact for local email/internet issues
2. – Receive application confirmation eMail & phone call
3. – Provide list of email contacts for all survey participants.
4. – Review/Edit the email list and survey 'welcome' text.
5. – Review demographics on the survey site.
6. – Provide payment to KYCPE prior to survey initiation.
7. – Receive update emails on survey progress during survey cycle, and final report (within 3-5 business days of survey cutoff.)

Kentucky Center
for Performance
Excellence



Winning For Kentucky....
Winning For You!

Thank you!

FOR MORE INFORMATION - CONTACT
THE KENTUCKY CENTER FOR PERFORMANCE EXCELLENCE AT:
859-321-0780, EMAIL US AT jcsimson@gmail.com, OR VISIT OUR
WEBSITE AT www.KyCPE.org.



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