



Using the Baldrige Criteria for Assessment, Planning, and Improvement

Penn State Quality Advocates' Network
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Ann H. Dodd

Penn State Center for Quality and Planning

ahd2@psu.edu/814-863-8721



Why use the self-assessment model?

- Recognize the current success of your unit
- Evaluate ways to improve quality of processes and services
- Establish and strengthen your unit's position as a national benchmark
- Incorporate annual assessment as a component of strategic planning
- Evaluate unit progress, efficiency, effectiveness, quality, and success of your strategic plan



What's included?

Review of your unit using seven assessment categories

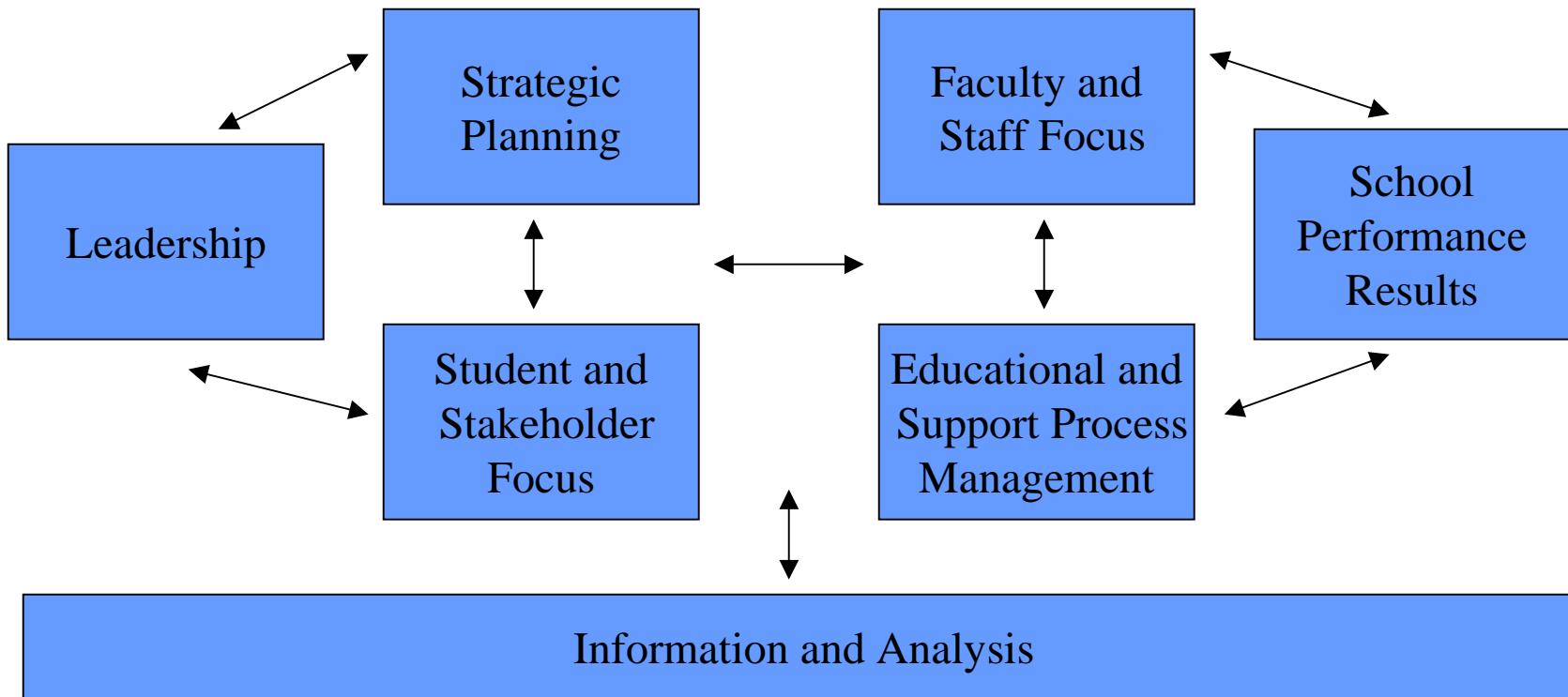
Identification of strengths and areas for improvement within the seven assessment categories

Priority setting on areas for improvement

Establishment of project teams to develop and implement improvements

A Systems Perspective: Baldrige Education Criteria Framework

Student and Stakeholder Focused Strategy and Action Plans





Baldrige Education Core Values

- Visionary Leadership
- Learning-Centered Education
- Organizational and Personal Learning
- Valuing Faculty, Staff, and Partners
- Agility
- Focus on the Future
- Managing for Innovation
- Management by Fact
- Public Responsibility and Citizenship
- Focus on Results and Creating Value
- Systems Perspective



Baldrige Key Excellence Indicators: Customer and Market Focus

- In-depth market knowledge
- Proactive customer systems
- Multiple listening posts
 - surveys, product/service follow-up, complaints, customer turnover, all staff
- Focus on enhancing customer relationships and loyalty
- Requirements of market segments include both current and potential customers
- Support for front-line employees
- High levels of satisfaction



Baldrige Key Excellence Indicators: Human Resource Focus

- Commitment to employee satisfaction, motivation, well-being
- Integration with overall business planning
- Recognition of “internal customers”
- Comprehensive training & education
- Links between individual and organizational learning
- Empowerment
- Lower turnover, accidents, absenteeism

Self-assessment format

- Self-assessment of the seven categories to identify strengths and areas for improvement
- Prioritization of areas for improvement
- Planning to translate priorities into improvement projects
 - ▲ Team membership, deliverables, and timelines
- Project team work, reporting, implementation, and recognition
- Annual or biannual self-assessment of unit progress and reformulation of priorities



Benefits of the self-assessment process

- Creates a baseline measure and the basis for assessing progress
- Clarifies current strengths
- Fosters a shared perspective on improvement possibilities, needs, and priorities
- Provides a shared language and common framework for organizational analysis, strategic planning, and improvement initiatives



Benefits of the self-assessment process

- Translates improvement priorities into action plans
- Encourages broadened faculty and staff involvement in strategic planning and improvement initiatives
- Provides a proactive response to performance measurement pressures

» Excellence in Higher Education, 2000



Resources to assist you

- Assistance from the Center for Quality and Planning is available at no cost to Penn State units, and could include:
 - Consultation to determine unit needs
 - Design and facilitation of self-assessment retreats
 - Consulting on the design of customer surveys
 - Identifying performance indicators

Additional Resources

- Baldrige National Quality Program. (2000). *Education Criteria for Performance Excellence*.
www.quality.nist.gov/bcpg.pdf.htm#EDUCATION
- Ensby, M. and F. Mahmoodi. (1997). Using the Baldrige Award Criteria in College Classrooms. *Quality Progress*, April 1997, pp. 85-91.
- Ruben, B. D. (2000). *Excellence in Higher Education 2000: A Baldrige-Based Guide to Organizational Assessment, Strategic Planning and Improvement*. Washington, DC: National Association of College and University Business Officers.
- Ruben, B. D., J. Lehr, J. DeAngelis. (2000). The Value of the Baldrige Framework for Self-Assessment and Improvement in Education: The Rutgers Excellence in Higher Education Program. *Rutgers QCI Reports*, 00-01, Spring 2000.