

2023–2024



Business/NP

**Pioneer Level Criteria
for Performance Excellence**

Effective June 2023

Note from the CEO:

Thank you for taking the time to consider applying for the Quality Texas Foundation Regional Program (QTFRP) Pioneer Level of Recognition (five-page Organizational Profile). This is the starting point for your organization or a section/group within an organization. Your next step is our Engagement Level of Recognition (five-page Organizational Profile + 10-page application). Since this is probably your first entry with the QTFRP, welcome aboard. Remember this is a Journey, NOT a Destination.

It is our sincere hope that the questions embedded in the five-page Organizational Profile will cause your organization to evaluate exactly where you are, where you should be, and how you can significantly improve by prioritization of your improvement steps. The Baldrige Framework is used the world over to make systematic improvements to organizations. Proposed steps are shown below.

1) Assign a minimum of two personnel, preferably five to seven in your office to become Organizational Leadership/Examiners trained by QTFRP (see www.quality-texas.org/training for dates and locations. This training is where QTFRP teaches your personnel how to become valued Internal Coaches by informing the participants how to respond/write the responses to the questions and the reasons behind the questions. QTFRP teaches the test! You can just begin writing if you like, but past information received from applicants indicate the Organizational Leadership/Examiner training was a major milestone in writing at any level. Our satisfaction rate over the past six years has been 98.6%.

2) Write your responses to the questions and allow other people in your office to edit your work. Don't fall in love with your first draft. This application to be really effective will undergo several iterations with substantial improvements along the way. The application process will allow the organization to ask very difficult questions and address organizational priorities.

3) Revise multiple times and submit to QTFRP helping as needed (www.quality-texas.org).

4) QTFRP is here to help! If you need assistance, we can provide you with coaching and with a customized writing seminar just for your organization

If QTFRP can be of assistance to you, please allow us that opportunity. We desire to be your go to source for Baldrige-based training and Category training. QTFRP has leadership development, organizational strategic planning, customer service, information management and building a learning organization around data, workforce engagement training, and several others. Remember always that the Baldrige Journey is never finished! Happy travels!

Dr. Mac McGuire, CEO, (drmac@quality-texas.org)
Quality Texas Foundation Regional Program
(TX, PR, MO, KS, OKCIC, LA, SC and Australia)

Criteria for Performance Excellence

Begin with the Organizational Profile

The Organizational Profile is the most appropriate starting point for self-assessment and for writing an application. It is critically important for the following reasons:

- You can use it as an initial self-assessment. If you identify topics for which conflicting, little, or no information is available, use these topics for action planning.
- It sets the context for understanding your organization and how it operates and allows you to address unique aspects of your organization in your responses to the Baldrige Criteria questions in categories 1–7. Your responses to all other questions in the Criteria should relate to the organizational context you describe in this profile.
- It helps you identify gaps in key information about your organization and focus on key performance requirements and results.

Organizational Profile

The **Organizational Profile** is a snapshot of your organization and its strategic environment. This document now includes notes for Faith-Based Organizations.

P.1 Organizational Description: What are your key organizational characteristics?

a. Organizational Environment

(1) Product and/or Service Offerings What are your main product and/or service offerings? What is the relative importance (including percentage of revenue/budget) of each product or service to your success? What are the delivery methods for these products and/or services?

(2) MISSION, VISION, VALUES, AND CULTURE What are your MISSION, VISION, AND VALUES? What are the defining characteristics of your organizational CULTURE? What are your organization's CORE COMPETENCIES, and what is their relationship to your MISSION and VISION?

(3) Workforce Profile What is your WORKFORCE profile? What are your WORKFORCE or employee groups and SEGMENTS and the KEY ENGAGEMENT drivers for each? What are the KEY changes you are experiencing in your WORKFORCE CAPABILITY, CAPACITY, and composition?

(4) Assets What are your major assets, such as facilities, equipment, technologies, and intellectual property?

(5) Regulatory Environment What are your KEY applicable regulations and accreditation, certification, or registration requirements?

b. Organizational Relationships

(1) Organizational Structure What are your organizational leadership structure and GOVERNANCE structures? What are your KEY components of your organization's LEADERSHIP SYSTEM? What are the reporting relationships among your GOVERNANCE SYSTEM, SENIOR LEADERS, and parent organization, as appropriate?

(2) CUSTOMERS and STAKEHOLDERS What are your KEY market SEGMENTS, CUSTOMER groups, and STAKEHOLDER groups, as appropriate? What are their KEY requirements and expectations for your products and/or services, CUSTOMER support services, and operations, including any differences among the groups?

(3) Suppliers, PARTNERS, and COLLABORATORS What are your KEY types of suppliers, PARTNERS, and COLLABORATORS? What role do they play in producing and delivering your key products and/or services and CUSTOMER support services, and in enhancing your competitiveness? What role do they play in contributing and implementing INNOVATIONS in your organization? What are your KEY supply-network requirements?

Notes

P.1a(1). How you deliver products and/or services to your customers might be direct or indirect, through dealers, distributors, collaborators, or channel partners.

Nonprofit (including government) organizations might refer to their product and/or service offerings as programs or projects.

Faith-Based Organizations may have programs such as spiritual health, spiritual education, financial management and spiritual quality of life. This may include geographic areas, identity and culture.

P.1a(2). Your values are part of your organization's culture. Other characteristics of your organizational culture include shared beliefs, norms, and values that contribute to the uniqueness of the environment within your organization.

Faith-Based Organizations may focus on members as customers.

P.1a(2). If your organization has a stated purpose as well as a mission, you should include it in your response here and as appropriate in the process categories. Some organizations define a mission and a purpose, and some use the terms interchangeably. Purpose refers to the fundamental reason that the organization exists.

P.1a(3). As applicable, your workforce profile should include location of your workforce, your organized bargaining units (i.e., union representation), and the special health and safety requirements of the workforce. Your workforce profile should specify any workforce groups the organization has identified for segmenting data. Organizations that also rely on volunteers and/or temporary staff members to accomplish core work (producing output that is necessary and/or customer-facing) should include these groups as a part of their workforce. Workforce or employee groups and segments might be based on type of employment or contract-reporting relationship, location (including remote work), work shift/tour of duty, work environment, use of flexible work policies, or other factors. Current and anticipated change impacting your workforce members might relate to scheduling, location, and their requirements and expectations.

P.1a(5). Regulations and requirements include any applicable occupational health and safety regulations; industry standards, and environmental, financial, and product regulations. In the Criteria, industry refers to the sector in which you operate, and industry standards might include industrywide codes of conduct and policy guidance. *For nonprofit (including government) organizations, this sector might be charitable organizations, professional associations and societies, religious organizations, or*

government entities—or a subsector of one of these. Depending on the regions in which you operate, environmental regulations might cover greenhouse gas emissions, carbon regulations and trading, and energy efficiency.

P.1b(1). The organizational leadership and governance structures for privately held businesses, nonprofit organizations for privately held businesses, nonprofit organizations, and government agencies may comprise an advisory board, a family council, or local/regional leaders who are assembled to provide guidance. *For some nonprofit (including government) organizations, reporting relationships might include publicly elected officials, boards and commissions, as well as relationships with major funding sources, such as granting agencies, legislatures, or foundations.*

P.1b(1). The Organizational Profile asks for the what of your leadership system. Questions in categories 1 and 5 ask *how* the system is used.

P.1b(2). *For some nonprofit (including government) organizations, customers might include members, taxpayers, residents, visitors, businesses, clients, and beneficiaries, and market segments might be referred to as constituencies. For government agencies, the legislature (as a source of funds) may be a key stakeholder.*

P.1b(2). Customer, stakeholder, and operational requirements and expectations will drive your organization's sensitivity to the risk of product,

service, support, and supply-network interruptions, including those due to natural disasters and other emergencies.

P.1b(2). Customer groups might be based on common expectations, behaviors, preferences, or profiles. Within a group, there may be customer segments based on differences, commonalities, or both. You might subdivide your market into segments based on product lines or features, distribution channels, business volume, geography, or other defining factors.

Faith-Based Organizations may include geographic areas, denomination, identity and culture.

P.1b(3). Your supply network consists of the entities involved in producing and delivering your products and/or services to your customers and offering post-sales support. For some organizations, these entities form a chain, in which one entity directly supplies another. Increasingly, however, these entities are interlinked and exist in interdependent rather than linear relationships. The Criteria use the term *supply network*, to emphasize the interdependencies among organizations and their suppliers. The term *supply network* represents an evolution and maturity in supply-chain management.

For additional guidance on this item, see the [Criteria Commentary](#) [Baldrige Criteria Commentary](#) | [NIST](#)

P.2 Organizational Situation: What is your organization's strategic situation?

a. Competitive Environment

(1) Competitive Position What are your relative size, share, and growth in your industry or the markets you serve? How many and what types of competitors do you have? What differentiates you from them?

(2) Competitiveness Changes What KEY changes, if any, are affecting your competitive situation, including changes that create opportunities for collaboration and INNOVATION, as appropriate?

(3) Comparative Data What KEY sources of comparative and competitive data are available from within your industry? What KEY sources of comparative data are available from outside your industry? What limitations, if any, affect your ability to obtain or use these data?

b. Strategic Context

What are your KEY STRATEGIC CHALLENGES, threats, ADVANTAGES and OPPORTUNITIES?

c. Performance Improvement System

What is your overall SYSTEM for performance improvement? What KEY tools and methods are used as part of this SYSTEM?

Notes

P.2a. *Nonprofit organizations must often compete with other organizations and alternative sources of similar services to secure financial and volunteer resources, membership, visibility in appropriate communities, and media attention.*

Like nonprofit organizations, Faith-Based Organizations may compete for membership, programs, and services with other Faith-Based Organizations. Markets refer to the geographic area served.

P.2b. Strategic challenges, threats, advantages, and opportunities might be in the areas of business, operations, societal contributions, and workforce. They might relate to products; finances; organizational structure and culture; emerging technology; digital integration; security and cybersecurity; emerging competitors, organizational resiliency and risk management; changing stakeholder requirements and expectations; workforce capability or capacity, brand recognition and reputation; your supply network; globalization; and the environment and

climate; diversity, equity, and inclusion; and the upgrade and maintenance of facilities.

Throughout the Criteria, "business" refers to a nonprofit (or government) organization's main mission area or enterprise activity.

P.2c. Excellence is not possible without a robust evaluation and improvement of key processes, systems, and organizational results. The Baldrige Scoring System uses performance improvement through learning and integration as a factor in assessing the maturity of organizational approaches and their deployment. This question is intended to set an overall context for your approach to performance improvement. The system you use should be related to your organization's needs and compatible with your organization's capabilities, capacity, and culture. Specific tools and methods that might be utilized as part of the system include, for example, the PDCA methodology, ISO standards, a Lean Enterprise System, the Six Sigma methodology, among others.

For additional guidance on this item, see the [Criteria Commentary](#) [Baldrige Criteria Commentary |](#)

[NIST](#)