The Baldrige Process: Insights Gained

Moderator:
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Panel Members:
Steve Collins, Florida DVR
Mark Wade, South Carolina SCVRD
Linda Angel, Workforce Solutions of Central Texas

Today's Objectives

- To provide an awareness of the Baldrige Management Model and how it could be applied to Vocational Rehabilitation organizations and programs
- To share how some VR organizations have already begun implementing the model
- To engage participants by providing tools and developing action plans for adopting the model to best fit your organization's needs.

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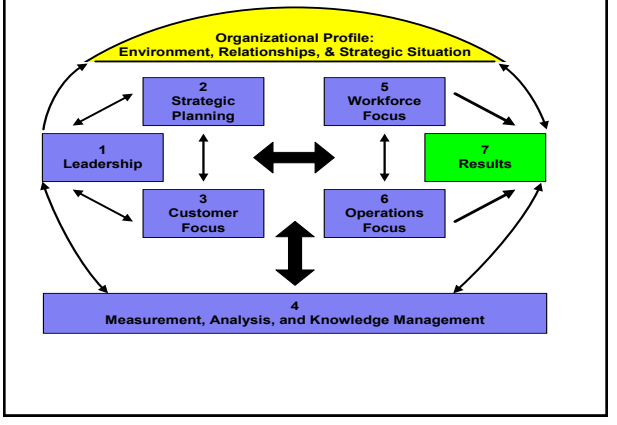
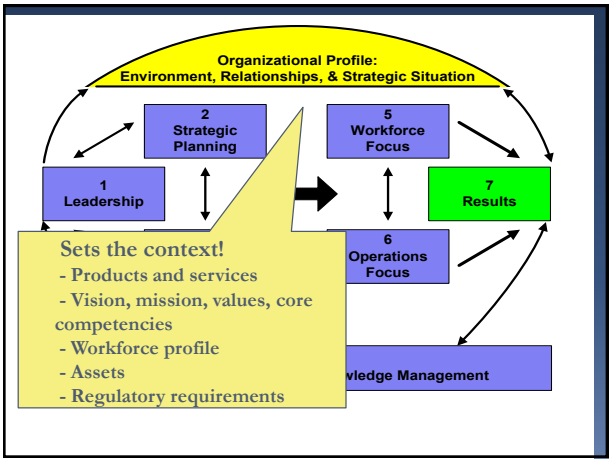
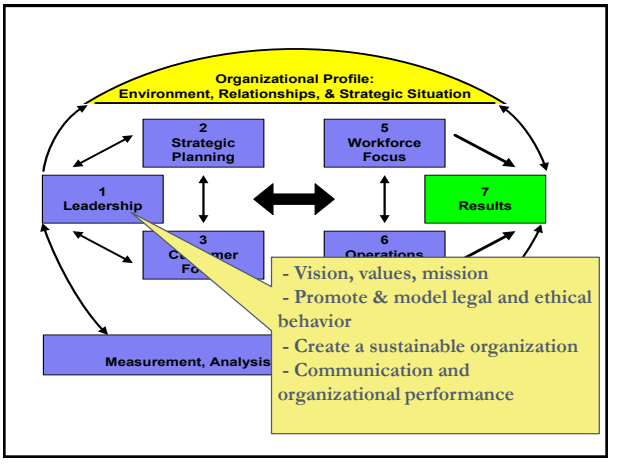
Baldrige Enterprise Program

- 1987 – Department of Commerce
- Researched best practices in management of successful organizations
  - Core Values
  - Management by fact
  - Continuous improvement
  - Communication

3




Organizational Profile:
Environment, Relationships, & Strategic Situation
2
Strategic
Planning
5
Workforce
Focus
1
Leadership
7
Results
6
Operations
Focus
Sets the context!
- Products and services
- Vision, mission, values, core competencies
- Workforce profile
- Assets
- Regulatory requirements


Organizational Profile:
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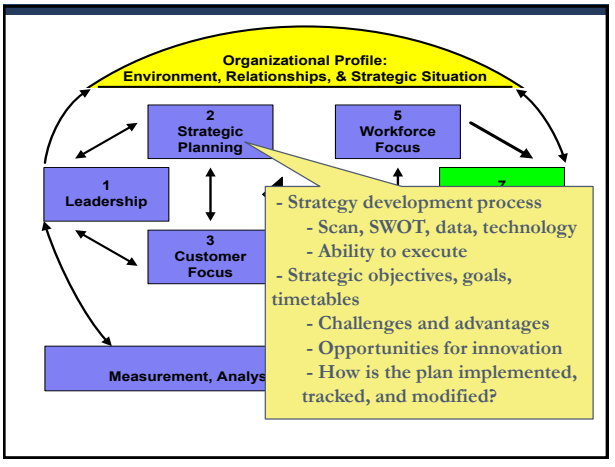
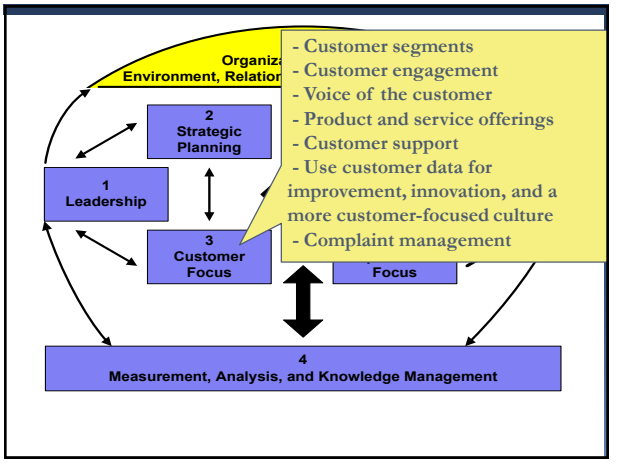
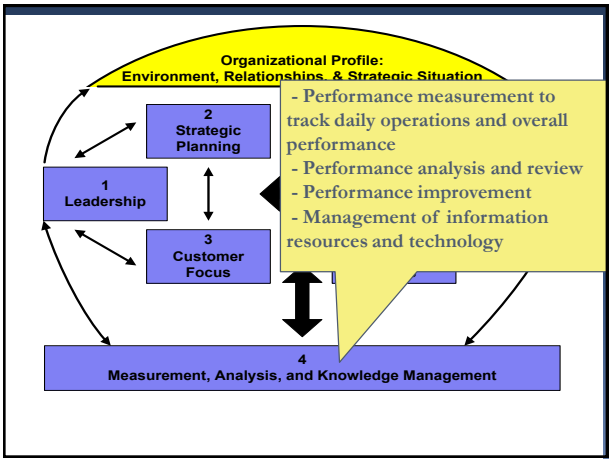
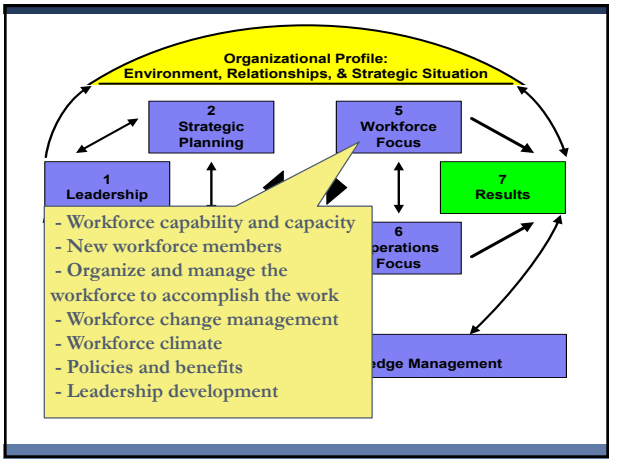
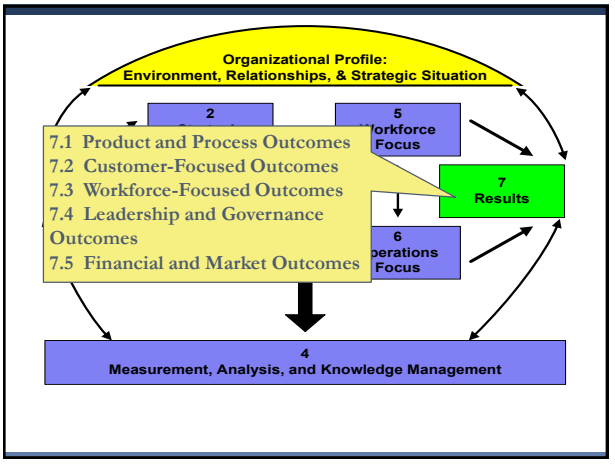
Results
Measurement, Analysis
- Vision, values, mission
- Promote & model legal and ethical behavior
- Create a sustainable organization
- Communication and organizational performance

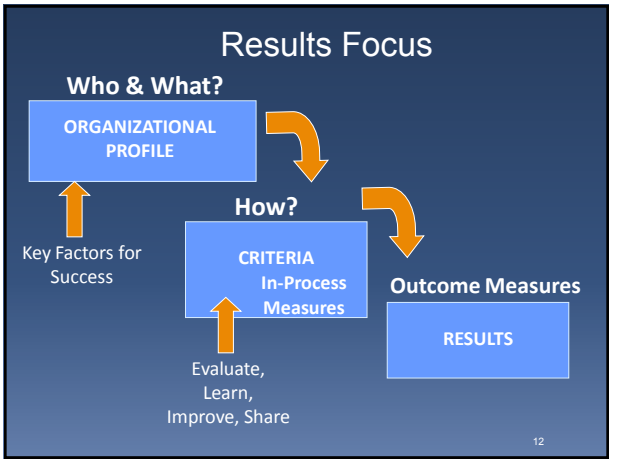

Organizational Profile:
Environment, Relationships, & Strategic Situation
2
Strategic
Planning
5
Workforce
Focus
1
Leadership
3
Customer
Focus
- Strategy development process
- Scan, SWOT, data, technology
- Ability to execute
- Strategic objectives, goals, timetables
- Challenges and advantages
- Opportunities for innovation
- How is the plan implemented, tracked, and modified?


2
Strategic
Planning
1
Leadership
3
Customer
Focus
4
Measurement, Analysis, and Knowledge Management
- Customer segments
- Customer engagement
- Voice of the customer
- Product and service offerings
- Customer support
- Use customer data for improvement, innovation, and a more customer-focused culture
- Complaint management


Organizational Profile:
Environment, Relationships, & Strategic Situation
2
Strategic Planning
1
Leadership
3
Customer Focus
- Performance measurement to track daily operations and overall performance
- Performance analysis and review
- Performance improvement
- Management of information resources and technology
4
Measurement, Analysis, and Knowledge Management


Organizational Profile:
Environment, Relationships, & Strategic Situation
2
Strategic Planning
5
Workforce Focus
1
Leadership
7
Results
- Workforce capability and capacity
- New workforce members
- Organize and manage the workforce to accomplish the work
- Workforce change management
- Workforce climate
- Policies and benefits
- Leadership development

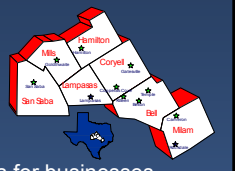

Organizational Profile:
Environment, Relationships, & Strategic Situation
7.1 Product and Process Outcomes
7.2 Customer-Focused Outcomes
7.3 Workforce-Focused Outcomes
7.4 Leadership and Governance Outcomes
7.5 Financial and Market Outcomes
7
Results
4
Measurement, Analysis, and Knowledge Management


Results Focus
Who & What?
ORGANIZATIONAL PROFILE
Key Factors for Success
How?
CRITERIA
In-Process Measures
Evaluate, Learn, Improve, Share
Outcome Measures
RESULTS
12

Baldrige Applied in a Government Organization

Using Baldrige Principles to Survive Systemic Change

Workforce Solutions of Central Texas



- Not-for-profit
- Government
- 94 employees
- Providing Workforce Services for businesses and job seekers
- Serving the Texas counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills and San Saba
- 3 large and 3 small Workforce Centers
- www.workforcelink.com

1999 . . .So What? Why Did We Care?

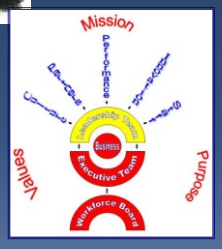
- Increasing Expectations
  - Government Performance & Results Act: We must show success in measurable terms, and
  - Workforce Investment Act: We are now responsible for "increased accountability" and "continuous improvement."
- Decreasing or Stagnant Resources
  - Resources are not growing as fast as demands are, and
  - There in increasing competition for limited funds.

Purpose and Core Competencies

- Everything We Do is "People Focused"
- Address Business Needs
- Develop & Connect Job Seekers
- Workforce Preparation and Engagement

Purpose . . .

Creating Futures by Bringing People and Jobs Together



- Values – CAQTI
- Ethics & Empowerment
- Staff – WoW
- Leadership Model
- Carver Governance
- Results Focused

Foundation & Culture

Processes & Measures

- Defines Work Requirements
- Identifies Common Measures
- Promotes Teamwork
- Shows Us Where Everyone "Fits"
- Encourages Communication
- Streamlines Services
- Aligns Resources

Operational & Longterm Goals . . . Sustainability & Stakeholder Focus

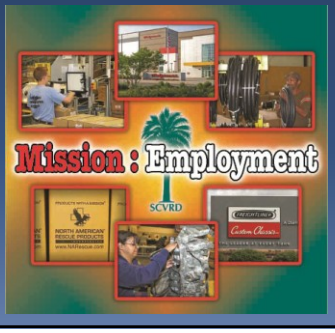
Drives Decisions

Why Baldrige? It's a "Systems Approach"

Leadership creates vision, values, and high performance expectations that are translated into strategy & action plans through Strategic Planning and Customer & Market Focus. The strategy and action plans guide overall Human Resource Development and Management and drive the development of Process Management to ensure achievement of desired Business Results. Information & Analysis are critical for effective decision making in all aspects of the organization.

SCVRD

The Journey Continues…



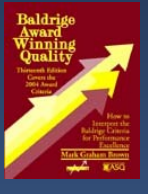
Program Integrity Model

Balance among:

Train, Trust, Verify…

SCVRD

Baldrige enters the picture…



- State Agency Accountability Report
- OHR training led to self-assessment
- SC Quality Forum award application
  - 2001 Silver Achiever
  - 2004 and 2008 Gold Achiever

SCVRD

2001 Initial Application

Feedback Report "OFIs":

- Need for more definitive results measures
- Need to gather and use quantifiable internal & external customer feedback
- Communication of goals throughout agency
- Employee satisfaction data
- Risk management measures and targets

SCVRD

1. Leadership

- Agency Director commitment
- Committee on Rehabilitation Excellence (CORE) works with area supervisors to develop local management plans
- CORE evaluates and identifies successes/opportunities for improvement
- Feedback to agency leadership comes through ADDs, area councils established in each office, supervisory meetings

SCVRD

Leadership

- Director's focus groups drive action plans
- Professional Development and Leadership Program addresses future leadership needs
- Governance and Societal Responsibilities

SCVRD

2. Strategic Planning

- Key Result Areas (KRAs) established in all Baldrige categories
- Senior managers coordinate KRAs, with cross-agency input

SCVRD

Strategy Development & Implementation

- Establishing Key Objectives
  - maximizing resources, jobs during downturn, serving the underserved, transition services, etc.
- Pilot programs for most major initiatives
- Customized technology implemented
- Goals established for all action plans

SCVRD

3. Customer Focus

Voice of the Customer

- Internal and external surveys, varying methods
- Take corrective actions and follow up.
- Results incorporated into Program Integrity

Customer Engagement

- Building relationships/marketing
- Client Relations/CAP to address and learn from complaints

SCVRD

4. Measurement, Analysis and Knowledge Management

- All performance measures tied into central mission
- National standards and indicators
- Program Integrity measures
- Comparative data and internal benchmarking

SCVRD

5. Workforce Focus

- Employee satisfaction/well-being surveys
- Feedback used to assess SCVRD strengths and weaknesses as employer, prompting corrective action
  - Salary studies
  - Core duties developed for consistency
  - Career ladders
  - Diversity goals
  - HR Development, learning modules

SCVRD

Celebration of Success

- Innovative program to recognize staff; nominated by peers for productivity, performance excellence, customer service, individual accomplishment
- Select gifts from catalog and recognized at regularly scheduled celebrations

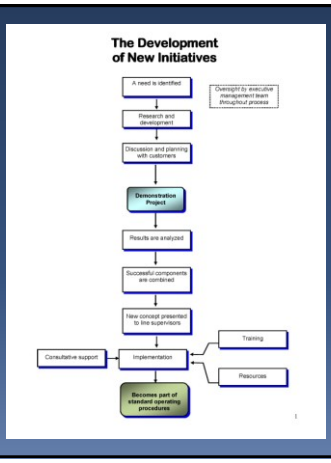
SCVRD

6. Operations Focus

- Clear definition of core competencies/duties
- Flowcharts developed for all SCVRD key processes; internal training modules
- Consistency statewide/Program Integrity
- Pilot programs
- Best practice sharing
- Professional Development & Leadership projects implemented into operations

SCVRD

Process Improvement



SCVRD

Results – *all tied to categories 1-6*

7.1 Product and Process Outcomes

- Successful employment outcomes
- Standards and Indicators

7.2 Customer-Focused Outcomes

- Satisfaction surveys
- Levels of engagement

SCVRD

Results – *all tied to categories 1-6*

7.3 Workforce-Focused Outcomes

- Employee Well-Being Surveys
- Staff Retention Rates
- Safety Measures

7.4 Leadership/Governance Outcomes

- Fiscal Accountability
- Compliance Results

SCVRD

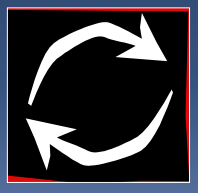
Results –
all tied to categories 1-6

7.5 Financial & Market Outcomes

- Costs per served/rehabilitated
- Return on Investment
- Training Center Balance

SCVRD

Program Integrity drives continuous improvement in a cycle that never ends!



Next Steps

- Baldrige site tools
  - Are we making progress
  - Are we making progress as leaders
- Complete the action plan for getting started – see the tools available on the Baldrige site
- Complete your Organizational Profile with input from others.
- Discuss how the approach would be useful to implement with Senior Leaders – ask them to become engaged and committed!
- Update and track your progress on the Action Plan

Action Plan for VR Organizational Improvement Initiative
(Example – Revise as Needed)

Date Assigned	Owner	Description	Due Date	Close Date
		Review Baldrige Site Overview at http://www.nist.gov/baldrige/about/index.cfm		
		Review "Your Guide to Performance Excellence" at http://www.nist.gov/baldrige/publications/upload/Your_Guide_To_Performance_Excellence.pdf		
		Ask your Director to read "Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence" at http://www.nist.gov/baldrige/publications/baldrige_20_20.cfm		
		Set up a meeting with the Director to discuss the prospect of conducting a self-assessment using a combination of "Are We making Progress?" "Are We making Progress As Leaders?" http://www.nist.gov/baldrige/publications/progress.cfm http://www.nist.gov/baldrige/publications/progress_leaders.cfm		
		Conduct Assessment Surveys and Present results to Senior Leaders		
		Develop team to complete Organizational Profile using "easyInsight" tool at http://www.nist.gov/baldrige/publications/easy_insight.cfm		
		Complete an Organizational Profile		
		Use the self-assessments and insights gained from developing the organizational profile to identify strengths and opportunities for improvement – build these opportunities into the next VR strategic planning cycle		
		Conduct the next self-assessment using the entire set of Baldrige criteria – obtain consultative assistance from your state level Baldrige organization		

Action Plan Steps

1. Review Baldrige Site Overview at http://www.nist.gov/baldrige/about/index.cfm
2. Review "Your Guide to Performance Excellence" at http://www.nist.gov/baldrige/publications/upload/Your_Guide_To_Performance_Excellence.pdf
3. Ask your Director to read "Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence" at http://www.nist.gov/baldrige/publications/baldrige_20_20.cfm

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Action Plan Steps

4. Set up a meeting with the Director to discuss the prospect of conducting a self-assessment using a combination of "Are We making Progress?" "Are We making Progress As Leaders?"

http://www.nist.gov/baldrige/publications/progress.cfm

http://www.nist.gov/baldrige/publications/progress_leaders.cfm

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Action Plan Steps

5. Conduct Assessment Surveys and Present results to Senior Leaders
6. Develop team to complete Organizational Profile using "easyInsight" tool at http://www.nist.gov/baldrige/publications/easy_insight.cfm
7. Complete an Organizational Profile

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Action Plan Steps

8. Use the self-assessments and insights gained from developing the organizational profile to identify strengths and opportunities for improvement – build these opportunities into the next VR strategic planning cycle
9. Conduct the next self-assessment using the entire set of Baldrige criteria – obtain consultative assistance from your state level Baldrige organization

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Thank You!

We welcome your questions!

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