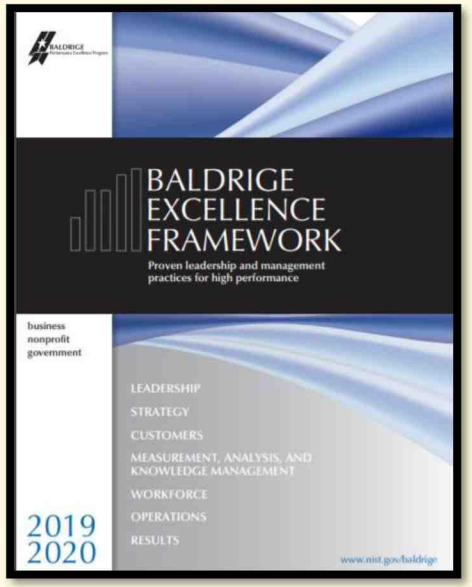
Malcolm Baldrige National Quality Award
Village Council Presentation
July 14, 2020

Malcolm Baldrige National Quality Award

- VOP began using the Baldrige Excellence Framework in 2012
- Participated in the NC Award for Excellence Program and obtained Level 3 Award in 2015
- Framework helps us answer three questions:
  1. ***Are we doing as well as we could?***
  2. ***How do we know?***
  3. ***What and how should we improve or change?***
- VOP submitted a national application in April 2020 and we expect a site visit the first week of October 2020



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Category	Questions
1. Leadership	How do we lead and govern the organization and fulfill our societal responsibilities?
2. Strategy	How do we develop & implement our strategy?
3. Customers	How do we listen to and engage our customers?
4. Measurement, Analysis, & Knowledge Management	How de we measure, analyze, and improve organizational performance and manage knowledge assets?
5. Workforce	How do we build an effective & supportive workforce environment and engage the workforce?
6. Operations	How do we design, manage, and improve services and processes to ensure effective management of our operations?
7. Results	How do we know we are doing as well as we could?

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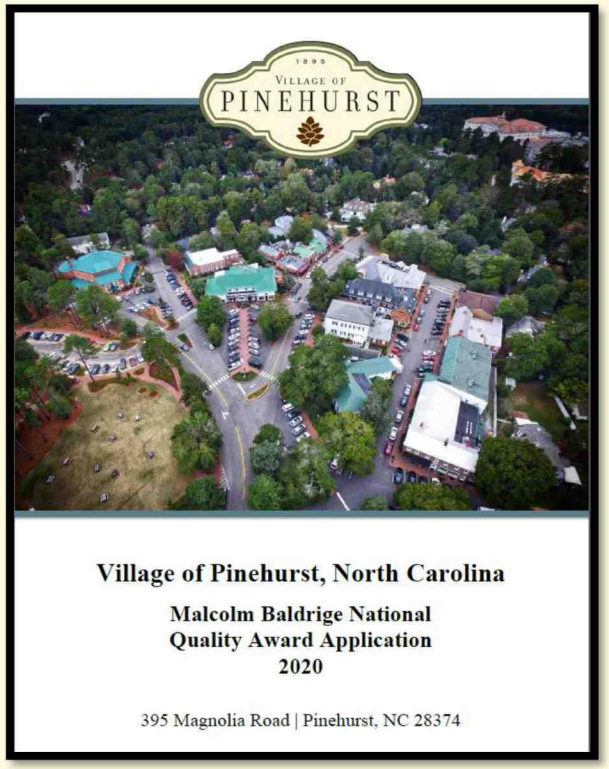
- Six process categories are scored using ADLI:
  - ✓ **A**pproach
  - ✓ **D**eployment
  - ✓ **L**earning
  - ✓ **I**ntegration
- Results are scored using LeTCI:
  - ✓ **Le**vels
  - ✓ **T**rends
  - ✓ **C**omparisons
  - ✓ **I**ntegration



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- **What is the Malcolm Baldrige National Quality Award (MBNQA)?**
  - Created in the 1980's by the U.S. Congress & administered by the National Institute for Science & Technology (NIST)
  - The nation's highest quality award given by the President of the United States
- **Why did we apply for the MBNQA?**
  1. Seek feedback from experts to make us more successful & sustainable
  2. Develop our staff
- **Results we can expect to achieve include**:
  1. Quality independent feedback from qualified experts, or Baldrige Examiners
  2. Increased understanding & use of the framework throughout the organization
  3. Increased public trust that the Village is professionally managed
  4. Increased recognition for our dedicated staff

Should lead to a **more engaged workforce** & **more satisfied customers** in the long run.

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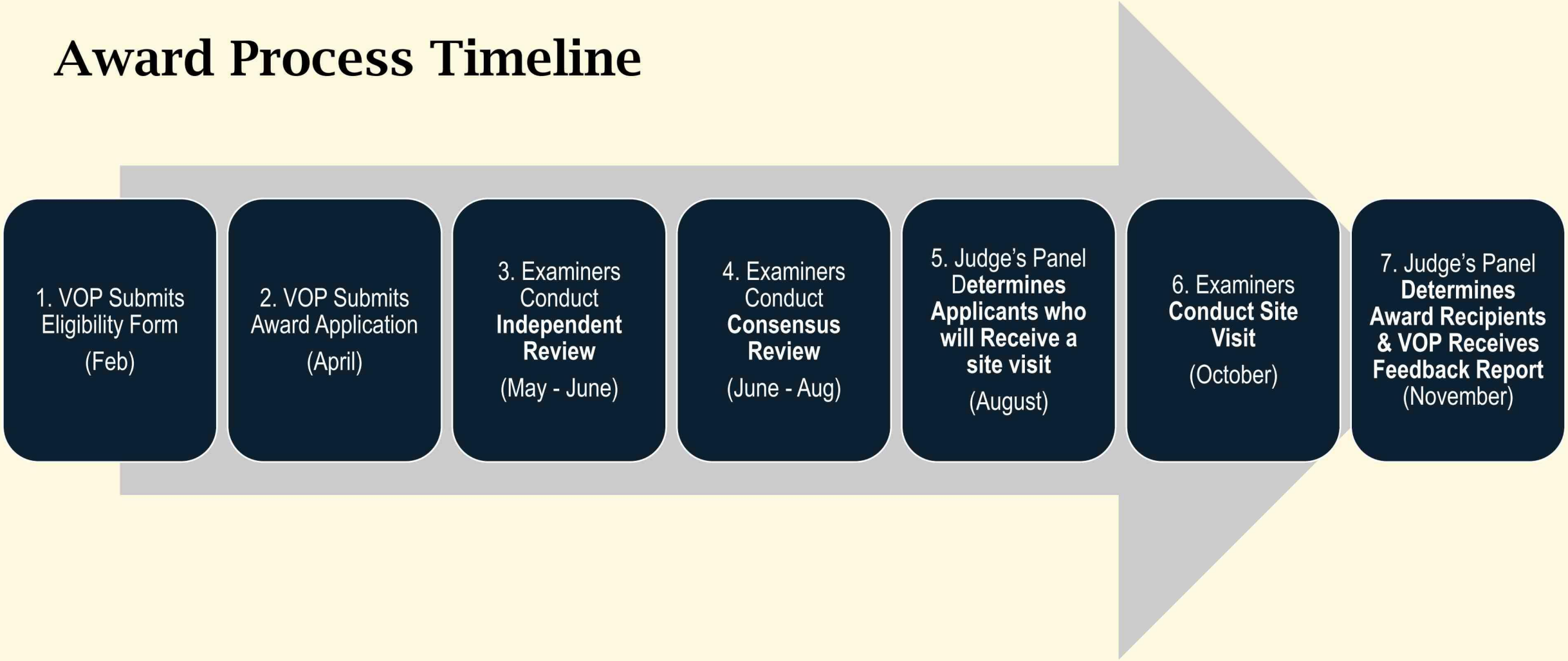
Award Process Timeline



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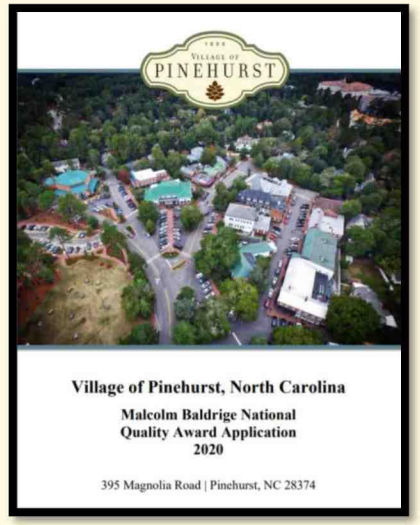
1. **Eligibility Certification**
   - Submitted in February 2020
2. **Application**
   - Submitted in April 2020
3. **Independent Review:**
   - Team of 8-11 volunteer, expert Baldrige Examiners
   - Each examiner independently reads the application and drafts:
     - 3-4 Strengths and 3-4 Opportunities for Improvement (OFIs) for each of the 12 process categories and 5 results categories
     - +/- 130 comments per examiner
   - Each examiner independently scores each process and results category



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4. Consensus Review:

- The Examiner Team reviews all of the independent examiner comments & selects the most constructive 3-4 strengths and 3-4 OFIs per process and results category as a group
- The Examiner Team comes to a consensus score for each process and results category

5. Site Visit:

- The Judge's Panel reviews consensus scores, determines which applicants will receive a site visit, and assigns a NIST monitor
- VOP is notified of a site visit in early September
- Site visit will be conducted remotely due to COVID-19

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5. Site Visit (Continued):

- **Prior** to the site visit, examiners will identify documentation needed to **verify** strengths and **clarify** OFIs:
  - VOP staff to interview & interview questions:
    - ✓May be with individuals or groups (ex. Safety Committee members, etc.)
    - ✓Can have notes, materials, and/or handouts
  - Observations to make when touring facilities & “Walk around questions”
- **Prior** to the site visit, examiners will request documentation:
  - 15-20 documents for each process category (+/- 120 documents)
  - Updated results for FY 2020 (pages 35-50)
  - May request additional documentation or materials during the site visit

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5. Site Visit (Continued):

- At the end of the site visit, examiners will place our application in Scoring Bands for:
  1. Process
  2. Results
- Goal is to score around 750 out of 1,000 points (or scoring bands 6-7)

2019–2020 Scoring Band Descriptors

Band Score / Band Number		PROCESS Descriptor	Band Score / Band Number		RESULTS Descriptor
0–150	1	The organization demonstrates early stages of developing and implementing approaches to the basic Criteria questions, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation.	0–125	1	A few results are reported responsive to the basic Criteria questions. These results generally lack trend and comparative data.
151–200	2	The organization demonstrates effective, systematic approaches generally responsive to the basic Criteria questions, with some areas or work units in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking.	126–170	2	Results are reported for several areas responsive to the basic Criteria questions and the accomplishment of the organization's mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages.
201–260	3	The organization demonstrates effective, systematic approaches responsive to the basic questions in most Criteria items, with some areas or work units still in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.	171–210	3	Results address areas of importance to the basic Criteria questions and accomplishment of the organization's mission, with good performance being achieved. Comparative and trend data are available for some of these important results areas, and some trends are beneficial.
261–320	4	The organization demonstrates effective, systematic approaches generally responsive to the overall Criteria questions. Deployment may vary in some areas or work units. Key processes benefit from fact-based evaluation and improvement, and approaches are being aligned with overall organizational needs.	211–255	4	Results address some key customer/stakeholder, market, and process requirements, and they demonstrate good relative performance against relevant comparisons. There are no patterns of adverse trends or poor performance in areas of importance to the overall Criteria questions and the accomplishment of the organization's mission.
321–370	5	The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall questions in most Criteria items. The organization demonstrates a fact-based, systematic evaluation and improvement process and organizational learning, including some innovation, that result in improving the effectiveness and efficiency of key processes.	256–300	5	Results address most key customer/stakeholder, market, and process requirements, and they demonstrate areas of strength against relevant comparisons and/or benchmarks. Beneficial trends and/or good performance are reported for most areas of importance to the overall Criteria questions and the accomplishment of the organization's mission.
371–430	6	The organization demonstrates refined approaches generally responsive to the multiple Criteria questions. These approaches are characterized by the use of key measures and good deployment in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and there is some integration of approaches with current and future organizational needs.	301–345	6	Results address most key customer/stakeholder, market, and process requirements, as well as many action plan requirements. Results demonstrate beneficial trends in areas of importance to the multiple Criteria questions and the accomplishment of the organization's mission, and the organization is an industry* leader in some results areas.
431–480	7	The organization demonstrates refined approaches responsive to the multiple questions in most Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. There is good-to-excellent integration of approaches with organizational needs, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies.	346–390	7	Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry* leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria questions and the accomplishment of the organization's mission.
481–550	8	The organization demonstrates outstanding approaches fully responsive to the multiple Criteria questions. Approaches are fully deployed and demonstrate excellent, sustained use of measures. There is excellent integration of approaches with organizational needs. Organizational analysis, learning through innovation, and sharing of best practices are pervasive.	391–450	8	Results fully address key customer/stakeholder, market, process, and action plan requirements and include projections of future performance. Results demonstrate excellent organizational performance levels, as well as national and world leadership. Results demonstrate sustained beneficial trends in all areas of importance to the multiple Criteria questions and the accomplishment of the organization's mission.

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6. Award Determination & Feedback Report:

- Judge's Panel will select award recipients based on:
  - Examiner Scoring Band ratings and site visit scores
  - Meetings with the Examiner Team Leader & NIST monitor
  - Final examiner strengths & OFIs
  - Examiner site visit documentation
- VOP will receive:
  - Feedback report with 3-4 strengths and 3-4 OFIs for each process & results category
  - Scoring Band ratings
  - Award notification
- Typically 6 award recipients annually (Total of 20 applications in 2020)

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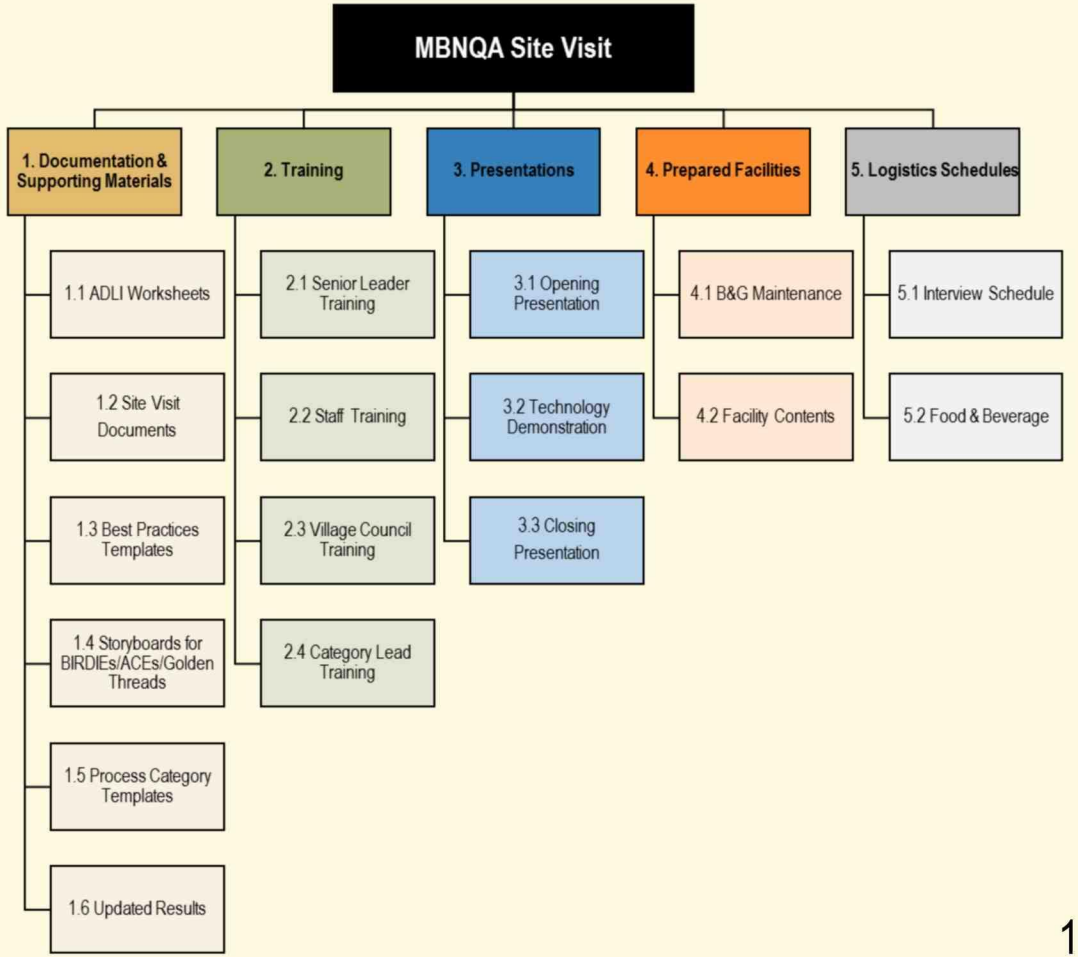
- The Baldrige Site Visit Project Team is preparing for the expected site visit:

Name	Key Responsibilities
Jeff Sanborn	Cat 1 Leader (Leadership)
Natalie Hawkins	Cat 2 Leader (Strategy)
Mike Apke	Cat 3 Leader (Customers)
Lauren Craig	Cat 4 Leader (Measurement, Analysis, & Knowledge Management)
Angie Kantor	Cat 5 Leader (Workforce)
Jeff Batton	Cat 6 Leader (Operations)
Mark Wagner	Prepare facilities and grounds
Jason Whitaker	Prepare & conduct technology demonstration
Melissa Holt	Communicate information to stakeholders
Jill Lazusky	Provide administrative support



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- **The Village Council's role in the award process:**
  - Prepare for examiner interviews:
    - ✓ Read & understand our application and the Baldrige Excellence Framework
    - ✓ Have a thorough understanding of:
      - Organizational Profile (pages i-v)
      - Category 1 – Leadership (pages 1-6)
      - Category 2 – Strategy (pages 6-11)
      - Category 7.4 – Leadership & Governance Results (pages 45-48)
      - Category 7.5 – Financial, Market, & Strategy Results (pages 48-50)
    - ✓ Review other documentation provided
    - ✓ Actively participate in training provided
    - ✓ Ask staff questions to clarify unclear information
    - ✓ Be prepared to share what you are proud of and what we have learned & accomplished

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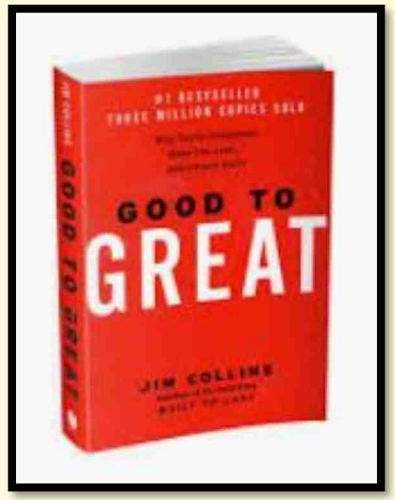
"I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results."

—Jim Collins, author of Good to Great: Why Some Companies Make the Leap . . . and Others Don't