Introduction to the Baldrige-based Communities of Excellence Framework

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Presentation Focus

- Highlight the history and success of the Baldrige Program

- Discuss the need for a community Baldrige-based framework

- Provide an overview of the Communities of Excellence Framework

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Our Foundation Statement

"For America to sustain its vitality, promote opportunity, and create a more equitable society during its second 250 years of existence, we must improve the performance of communities and the people who lead and live in them."

Hypothesis

That a **systems framework** proven to drive performance excellence in **companies and organizations** – the Baldrige Framework - can be modified to achieve performance excellence in **communities** to benefit the health and wellbeing of all residents.

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Baldrige Performance Excellence Framework

- **Founded in 1987** to improve quality, productivity, and competitiveness
- **Public-private partnership** managed by the National Institute of Standards of Technology, an agency of the U.S. Department of Commerce
- **Purpose:**
  - Improve US quality, productivity, and competitiveness
  - Establish a nationally recognized standard of organizational *(and soon community)* excellence and quality performance
  - Establish role models of that standard – Malcolm Baldrige National Quality Award

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Communities of Excellence Framework

How does it work in communities?

- Validated set of questions

- Helps to evaluate community performance and assess where improvements are needed

- Unites around common language, shared values and community understanding

- Leverages community assets, offerings, competencies and advantages and align resources, people, and plans

- Infusion of quality principles and process improvement

- Applicable to any community

Community Profile

2 Community Strategy
5 People Resources
1 Community Leadership
7 RESULTS
Integration
3 Residents/ Other Customers
6 Community Operations
4 Measurement, Analysis and Knowledge Management

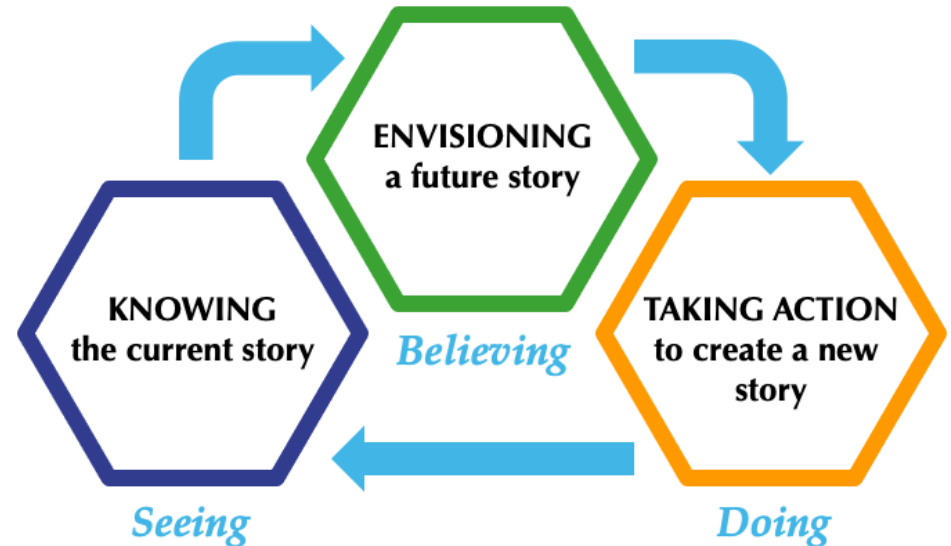Community Culture and Core Values
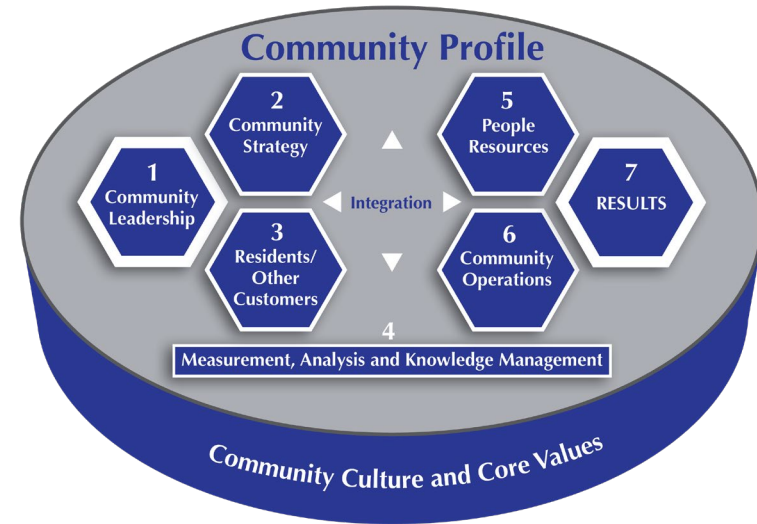
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Adapted from the Baldrige Performance Excellence Program, 2015. *2015-2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. http://nist.gov/baldrige. – UPDATED 6.2020

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Ask The Right Questions

Seize Big Opportunities

- The framework is a set of key questions for improving the performance of communities and the people who lead and live in them.

- It allows you to understand the position and the systems important in your community and envision a future story.

- It helps you take action by establishing a strategy, plans, and processes to a create a new story.

- It facilitates community decision making with input from all key sectors and all voices.

A Systems Approach in Communities

ENVISIONING a future story

KNOWING the current story

TAKING ACTION to create a new story

Believing

Seeing

Doing

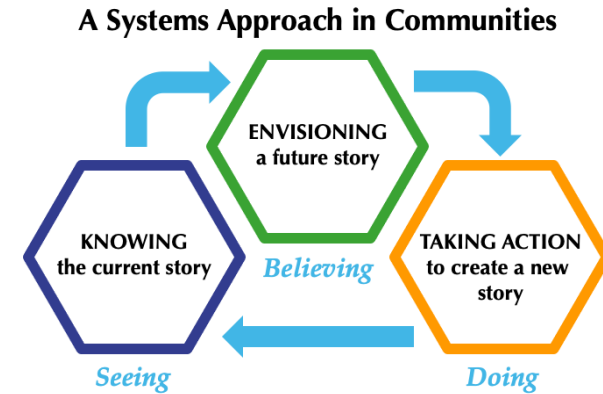# Why Adopt a Systems Framework in a Community?

1. Everything happens inside the community. It's where we live, work, learn, and play.

2. A community is a set of systems that must work together to achieve the best results.

Wherever We Live, However Our Communities Operate

- There is a system in place for "how things get done around here."

- To create the results we want, we must first understand how the system is getting the results we experience now.

- To achieve different results, the system must change.

- This requires leadership at all levels.

A Systems Approach in Communities

"Every system is perfectly designed to get the results it gets"

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Question

In your community,
What systems have
significant challenges,
or which have
significant strengths?

Why?

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2020-2021

Communities of Excellence Framework:

Key questions for improving the performance of communities and the people who lead and live in them

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Core Values and Concepts
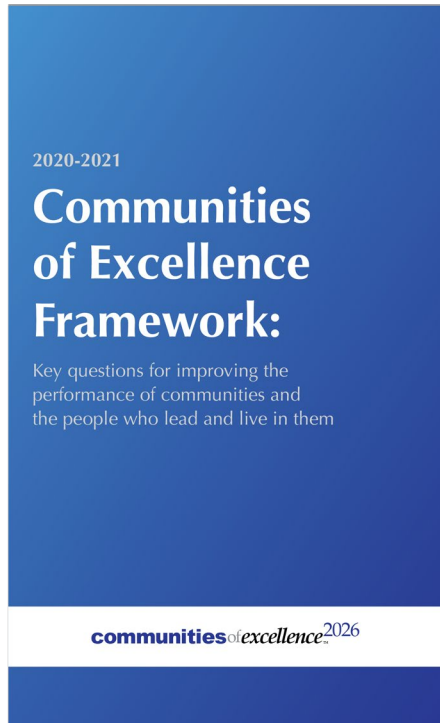
- Community systems perspective

- Visionary community leadership

- Resident- and customer-focused excellence

- Valuing people

- Community learning

- Agility and resilience

- Focus on success and innovation

- Management by fact

- Mutual societal responsibility

- Ethics and transparency

- Delivering value and results

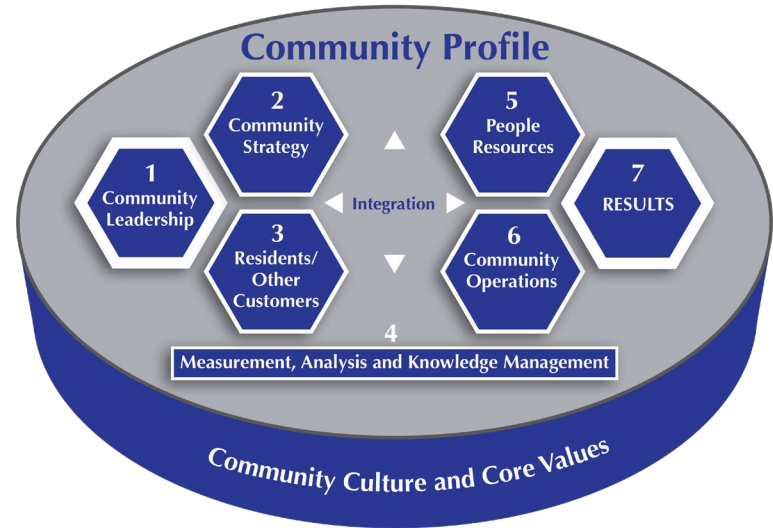communities of excellence 2026

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2020-2021

Communities of Excellence Framework:

Key questions for improving the performance of communities and the people who lead and live in them

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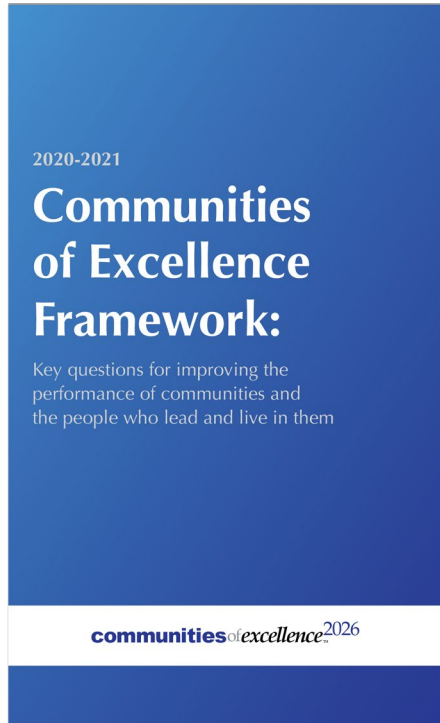
Three Fundamental Questions

1. Is my Community doing as well as it could?

2. How do I know?

3. What and how should I (we) improve or change?

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Community Criteria for Performance Excellence

P Community Profile

The Community Profile is where you start. It helps you identify gaps in key information and focus on key community requirements and results. It sets the context and allows you to address unique aspects of your community in your responses to questions in categories 1–7.

P.1 Community Description: What are your community's key characteristics?

a. Community Environment

(1) Community Definition and IDENTITY What geographic area is included in your community? What are your community's population and growth compared with that of other communities locally, regionally, or nationally? What is your COMMUNITY IDENTITY?

(2) Community Offerings What are your community's KEY offerings to its resident and other CUSTOMER groups (see P.1a[3]) in the areas of health, education, the economy, and quality of life? What is the relative importance of these offerings to your community's well-being? What major facilities, infrastructure, and resources (e.g., technology, housing, transportation, and natural resources) support your community's KEY offerings?

(3) Residents, Other CUSTOMERS, and STAKEHOLDERS What are your community's KEY resident groups, other CUSTOMER groups, and STAKEHOLDER groups? What are their KEY requirements and expectations of your community? What are the differences in requirements and expectations among resident groups, other CUSTOMER groups, and STAKEHOLDER groups?

(4) People Resources What KEY community organizations, groups, and SEGMENTS are involved in delivering your community's KEY offerings? What recent changes has the community experienced in its needs for these organizations, groups, and SEGMENTS? Who are the formal and informal COMMUNITY LEADERS that represent KEY organizations, groups, and SEGMENTS?

(5) Regulatory Environment What are the KEY aspects of the regulatory environment under which your community operates?

b. Community Excellence Group

(1) MISSION, VISION, and VALUES Why have you formed a community excellence group? What are the group's stated MISSION, VISION, and VALUES?

(2) Composition What KEY people, organizations, and groups (see P.1a[4]) are involved in your community excellence group? What are the KEY drivers that engage them in achieving your group's MISSION and VISION? What is the BACKBONE ORGANIZATION, if your group includes one?

(3) LEADERSHIP SYSTEM What LEADERSHIP SYSTEM does your community excellence group use to lead its community excellence efforts?

(4) Programs and Services What programs and services are offered through the efforts of your community excellence group?

(5) Suppliers, PARTNERS, and COLLABORATORS What KEY suppliers, PARTNERS, and COLLABORATORS support your community excellence group? What role do they play in its WORK SYSTEMS, especially in producing and delivering its programs and services?

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P.2 Community Situation: What is your community's strategic situation?

a. Competitive Environment

(1) **Competitive Position**   With regard to its KEY offerings, what is your community's competitive position relative to similar or nearby communities? What other communities are your community's KEY competitors?

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

(3) **Comparative Data**   What KEY sources of comparative and competitive data about your community are available to your community excellence group? What limitations, if any, affect the ability to obtain or use these data?

b. Strategic Context

(1) **CORE COMPETENCIES**   What are your community's CORE COMPETENCIES? What are your community excellence group's CORE COMPETENCIES, and what is their relationship to its MISSION?

(2) **Challenges and Advantages**   What are your community's key STRATEGIC CHALLENGES and ADVANTAGES? How do these challenges and advantages relate to your community excellence group's MISSION and VISION?

c. Performance Improvement System

What are the KEY elements of the performance improvement system used by your community excellence group, including its PROCESSES for evaluating and improving key projects and PROCESSES?

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Questions

Select one significant community challenge.

- What community sectors, resident groups, or leaders would be interested in addressing this issue?
- What potential comparative data can help understand or communicate the problem?

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Doing The Right Thing

	Basic Questions
1	**1.1 Community Excellence Group Leadership**: How do your leaders lead the community excellence group? **1.2 Governance and Societal Responsibilities**: How does your community excellence group govern itself and fulfill its societal responsibilities?
2	**2.1 Strategy Development**: How does your community excellence group develop its strategy? **2.2 Strategy Implementation**: How does your community excellence group implement its strategy?
3	**3.1 Customer Expectations**: How does your community excellence group listen to residents and other customers and determine programs and services to meet their needs? **3.2 Customer Engagement:** How does your community excellence group build relationships with residents and other customers and determine their satisfaction and engagement?

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Doing Things Right

	Basic Questions
4	**4.1 Measurement, Analysis, and Improvement of Community Performance:** How does your community excellence group measure, analyze, and then improve community performance? **4.2 Information and Knowledge Management:** How does your community excellence group manage its knowledge assets?
5	**5.1 People Environment:** How does your community excellence group build an effective and supportive environment for the people that do its work? **5.2 Community Engagement:** How does your community excellence group engage people, organizations, and groups to achieve its strategic objectives?
6	**6.1 Community Excellence Group Work Processes:** How does your community excellence group design, manage, and improve key programs, services, and work processes? **6.2 Community Safety and Resilience:** How does your community ensure a safe community environment and community resilience?

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Category 1

Governance and Societal Responsibilities: How does your community excellence group govern itself and fulfill its societal responsibilities?

a. **Community Excellence Group GOVERNANCE**

(1) GOVERNANCE System   **How do you ensure responsible GOVERNANCE for your community excellence group?** HOW does your GOVERNANCE system review and achieve the following?
- Accountability for strategy
- Fiscal accountability
- Transparency in operations
- Succession planning for leaders

(2) PERFORMANCE Evaluation   **How do you evaluate the PERFORMANCE of the group's leaders and its GOVERNANCE?** HOW do your leaders use these PERFORMANCE evaluations to advance their development and improve the effectiveness of leaders and the LEADERSHIP SYSTEM, as appropriate?

b. **Legal and ETHICAL BEHAVIOR**

(1) Legal and Regulatory Compliance   **How do you anticipate and address public concerns with the group's programs and services?** HOW do you
- address any adverse societal impacts of your shared programs and services,
- anticipate public concerns with your future programs and services, and
- prepare for these impacts and concerns proactively?

What are your KEY compliance PROCESSES, MEASURES, and GOALS for meeting and surpassing regulatory and legal requirements, as appropriate?

(2) ETHICAL BEHAVIOR   **How do you promote and ensure ETHICAL BEHAVIOR in all interactions?** What are your KEY PROCESSES and MEASURES or INDICATORS for promoting and ensuring ETHICAL BEHAVIOR throughout your group and in interactions with your people, organizations, groups, residents, other CUSTOMERS, PARTNERS, and other STAKEHOLDERS? HOW do you monitor and respond to breaches of ETHICAL BEHAVIOR?

c. **Societal Contributions**

How do you consider societal well-being and benefit as part of the group's strategy? HOW do you contribute to the well-being of your environmental, social, and economic systems for the benefit of all residents?

Notes

1.2a(2). The evaluation of leaders' performance might be supported by peer reviews and formal or informal feedback from and surveys of people involved in your group, as well as other stakeholders.

1.2b(2). Measures or indicators of ethical behavior might include instances of ethical conduct or compliance breaches and responses to them, survey results showing perceptions of the community excellence group's ethics, and results of ethics reviews. Measures or indicators of ethical behavior might also include evidence that policies, training, and monitoring are in place for conflicts of interest; protection and use of sensitive data, information, and knowledge; and proper use of funds.

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Category 2

2.1 Strategy Development: How does your community excellence group develop its strategy?

a. **Strategy Development PROCESS**

(1) **Strategic Planning PROCESS** How do you conduct your strategic planning? What are the KEY PROCESS steps? Who are the KEY participants? What are your short- and longer-term planning horizons? How are they addressed in the planning PROCESS? How does your strategic planning PROCESS address the potential need for agility and for prioritization of change initiatives?

(2) **INNOVATION** How does your strategy development PROCESS stimulate and incorporate INNOVATION? How do you identify STRATEGIC OPPORTUNITIES? How do you decide which STRATEGIC OPPORTUNITIES are INTELLIGENT RISKS to pursue? What are your KEY STRATEGIC OPPORTUNITIES?

(3) **Strategy Considerations** How do you collect and analyze relevant data and develop information for your strategic planning PROCESS? In this collection and ANALYSIS, HOW do you include these KEY elements of risk?

- Your community's STRATEGIC CHALLENGES and STRATEGIC ADVANTAGES
- Potential changes in your community environment
- Potential blind spots in your strategic planning PROCESS and information
- Community RESILIENCE
- Your group's ability to execute the strategic plan

(4) **WORK SYSTEMS and CORE COMPETENCIES** In your strategy development, HOW do you consider resources both inside and outside the community excellence group for your WORK SYSTEMS? How does this consideration take into account your STRATEGIC OBJECTIVES, your CORE COMPETENCIES, and the CORE COMPETENCIES of potential PARTNERS and COLLABORATORS? How do you determine what future CORE COMPETENCIES and WORK SYSTEMS you will need?

b. **STRATEGIC OBJECTIVES**

(1) **KEY STRATEGIC OBJECTIVES** What are your KEY STRATEGIC OBJECTIVES and timetable for achieving them? What are your most important GOALS for these STRATEGIC OBJECTIVES? What KEY changes, if any, are planned in your programs, resident and other CUSTOMER groups, services, PARTNERS, and operations?

(2) **STRATEGIC OBJECTIVE Considerations** How do your STRATEGIC OBJECTIVES achieve appropriate balance among varying and potentially competing community needs? How do your STRATEGIC OBJECTIVES

- address your community's STRATEGIC CHALLENGES, and leverage your CORE COMPETENCIES, STRATEGIC ADVANTAGES, and STRATEGIC OPPORTUNITIES;
- balance short- and longer-term planning horizons; and
- consider and balance the needs of all KEY STAKEHOLDERS?

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Category 3

3.2 Customer Engagement: How does your community excellence group build relationships with residents and other customers and determine their satisfaction and engagement?

a. **Resident and Other CUSTOMER Relationships and Support**

(1) **Relationship Management** — How do you build and manage relationships with residents and other CUSTOMERS? HOW do you build and manage relationships with residents and other CUSTOMERS to manage and enhance your group's image, meet residents' and other CUSTOMERS' requirements, build their trust, and exceed their expectations?

(2) **Access and Support** — How do you enable residents and other CUSTOMERS to seek information and support regarding your community excellence group's programs and services? HOW do you enable them to interact with you? What are your KEY means of resident and other CUSTOMER support and communication? HOW do they vary for different resident and other CUSTOMER groups, as appropriate?

(3) **Complaint Management** — How do you manage residents' and other CUSTOMERS' complaints? HOW do you resolve complaints about your community excellence group promptly and effectively? HOW does your management of complaints enable you to recover your residents' and other CUSTOMERS' confidence, enhance their satisfaction and ENGAGEMENT, and avoid similar complaints in the future?

b. **Determination of CUSTOMER Satisfaction and ENGAGEMENT**

(1) **Satisfaction, Dissatisfaction, and ENGAGEMENT** — How do you determine resident and other CUSTOMER satisfaction, dissatisfaction, and ENGAGEMENT with your community excellence group? HOW do your determination methods differ among your resident and other CUSTOMER groups? HOW do your measurements capture actionable information?

(2) **Satisfaction Relative to Other Communities** — How do you obtain information on residents' and other CUSTOMERS' satisfaction with your community excellence group relative to that of residents and other CUSTOMERS in other communities?

c. **Use of VOICE-OF-THE-CUSTOMER and Community Data**

How do you use VOICE-OF-THE-CUSTOMER and community data and information to build a more resident- and other CUSTOMER-focused culture and support decision making?

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Questions

Using the community challenge you selected:

- How could first defining your group's core competencies help you address the challenge?
- How would obtaining resident input (voice of the customer) help you address the challenge?

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Category 4

4 Measurement, Analysis, and Knowledge Management

4.1 Measurement, Analysis, and Improvement of Community Performance:
How does your community excellence group measure, analyze, and then improve community performance?

a. PERFORMANCE Measurement

(1) PERFORMANCE MEASURES **How do you track data and information on your programs and services and their impact on overall community PERFORMANCE?** HOW do you

- select, collect, align, and integrate data and information to use in tracking operations and overall PERFORMANCE; and
- track progress on achieving your STRATEGIC OBJECTIVES and ACTION PLANS?

What are your KEY community excellence group PERFORMANCE MEASURES, including KEY short- and longer-term budgetary MEASURES? How frequently do you track these MEASURES?

(2) Comparative Data **How do you select comparative data and information to support fact-based decision making?**

(3) Measurement Agility **How do you ensure that your PERFORMANCE measurement system can respond to rapid or unexpected changes inside or outside the community?**

b. PERFORMANCE ANALYSIS and Review

How do you review your community excellence group's PERFORMANCE and capabilities? How do you use your KEY PERFORMANCE MEASURES, as well as comparative data, in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? HOW do your group and its leaders use these reviews to

- assess the group's success, financial health, and progress on achieving your STRATEGIC OBJECTIVES and ACTION PLANS; and
- respond rapidly to changing needs and challenges in your community?

c. PERFORMANCE Improvement

(1) Future PERFORMANCE **How do you project the future PERFORMANCE of your community excellence group?** How do you use findings from PERFORMANCE reviews and KEY comparative data in your PROJECTIONS?

(2) Continuous Improvement and INNOVATION **How do you use findings from PERFORMANCE reviews (addressed in 4.1b) to develop priorities for continuous improvement and opportunities for INNOVATION?** How do you DEPLOY these priorities and opportunities

- to people, organizations, and groups involved in your community excellence group and
- when appropriate, to your PARTNERS and COLLABORATORS to ensure ALIGNMENT?

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Category 5

5.2 Community Engagement: How does your community excellence group engage people, organizations, and groups to achieve its strategic objectives?

a. Assessment of ENGAGEMENT

(1) **Drivers of ENGAGEMENT** How do you determine the KEY drivers of people's, organizations', and groups' ENGAGEMENT in the community excellence group's programs and services? How do you determine these drivers for different people, organizations, and groups?

(2) **Assessment of ENGAGEMENT** How do you assess ENGAGEMENT in your community excellence group's programs and services? What formal and informal assessment methods and MEASURES do you use to determine the satisfaction and ENGAGEMENT of your people, organizations, and groups?

b. Community Excellence Group Culture

How do you foster a culture that is characterized by open communication, HIGH PERFORMANCE, and ENGAGEMENT in the community excellence group's MISSION and VISION? How do you reinforce your community excellence group's culture? How do you ensure that your community excellence group's culture supports your VISION and VALUES, promotes inclusion and equity, and benefits from the diverse ideas, cultures, and thinking of the people involved in your group?

c. PERFORMANCE

(1) **PERFORMANCE Accountability** How does your PERFORMANCE accountability system for your people, organizations, and groups support HIGH PERFORMANCE, INTELLIGENT RISK, and ENGAGEMENT?

(2) **People Development** How do you support the personal development of your people in ALIGNMENT with the community's needs?

(3) **Succession Planning** How do you carry out succession planning for leadership and other KEY positions in your community excellence group?

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Category 6

6 Community Operations

6.1 Community Excellence Group Work Processes: How does your community excellence group design, manage, and improve its key programs, services, and work processes?

(1) How do you determine the requirements for your KEY programs, services, and WORK PROCESSES?

(2) What are your KEY WORK PROCESSES?

(3) How do you design your programs, services, and WORK PROCESSES to meet requirements?

(4) How does the operation of your WORK PROCESSES ensure that they meet KEY PROCESS requirements?

(5) How do you improve your WORK PROCESSES to improve programs and services?

(6) How do you pursue your opportunities for INNOVATION?

(7) How do you manage the cost, efficiency, and EFFECTIVENESS of your operations?

7 Results

7.1 Community and Process Results: What are your community and process effectiveness results?

(1) What are the RESULTS for your community excellence group's contributions to the community's health, education, economy, and quality of life?

(2) What are the RESULTS for your community excellence group's programs and services?

(3) What are your community excellence group's PROCESS EFFECTIVENESS and efficiency RESULTS?

(4) What are the RESULTS for your community excellence group's contributions to the community's safety and RESILIENCE?

Notes
7.1(1). Include results for performance of programs and services that are important to your residents and other customers.

7.2 Customer-Focused Results: What are your resident and other customer-focused performance results?

(1) What are your RESULTS for resident and other CUSTOMER satisfaction and dissatisfaction with your community excellence group's programs and services?

(2) What are your RESULTS for RESIDENT AND OTHER CUSTOMER ENGAGEMENT regarding your community excellence group's programs and services?

Notes
7.2. Results for resident and other customer satisfaction, dissatisfaction, and engagement should relate to the groups you identify in P.1a(3) and to the listening and determination methods you describe in item 3.1.

7.3 People Resource Results: What are your community excellence group's results for its people, organizations, and groups?

(1) What are your CAPABILITY and CAPACITY RESULTS for your people, organizations, and groups?

(2) What are your RESULTS for your people's, organizations', and groups' ENGAGEMENT in producing and delivering your community excellence group's programs and services?

(3) What are your RESULTS for the development of your community excellence group's people, organizations, and groups?

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Category 7

7.4 Leadership and Governance Results: What are your community excellence group's leadership and governance results?

(1) What are your RESULTS for your community excellence group leaders' communication and engagement with the community excellence group, KEY resident and other CUSTOMER groups, and other KEY community groups?

(2) What are your RESULTS for GOVERNANCE accountability?

(3) What are your RESULTS for ETHICAL BEHAVIOR?

7.5 Financial and Strategy Results: What are your community excellence group's results for financial viability and strategy implementation?

(1) What are your community excellence group's financial RESULTS?

(2) What are your RESULTS for the achievement of your strategy and ACTION PLANS?

Questions

- How can understanding your partner's drivers of engagement help foster success in your group?

- What would be the benefit of developing and documenting repeatable processes for your community work?

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Questions or Comments?