



# Examiner Experience

# Examiner Experience -- Learning Objectives

*Participants will be able to:*

- ▶ Understand the Baldrige Excellence Framework & Criteria, including the 2023-24 Criteria and the Scoring Maturity Rubrics (ADLI, LeTCI)
- ▶ Understand the IRPE evaluation process, the 6-steps to conducting Independent Analysis - both for Process & Results Categories
- ▶ (re)Orient to the Apex Examiner Software
- ▶ Identify Key Factors for your applicant and begin to find strengths/OFIs for Item 1.1 & 7.4 (in your actual evaluation teams)
- ▶ Prepare for the rest of your 2023 evaluation -- timelines, next steps

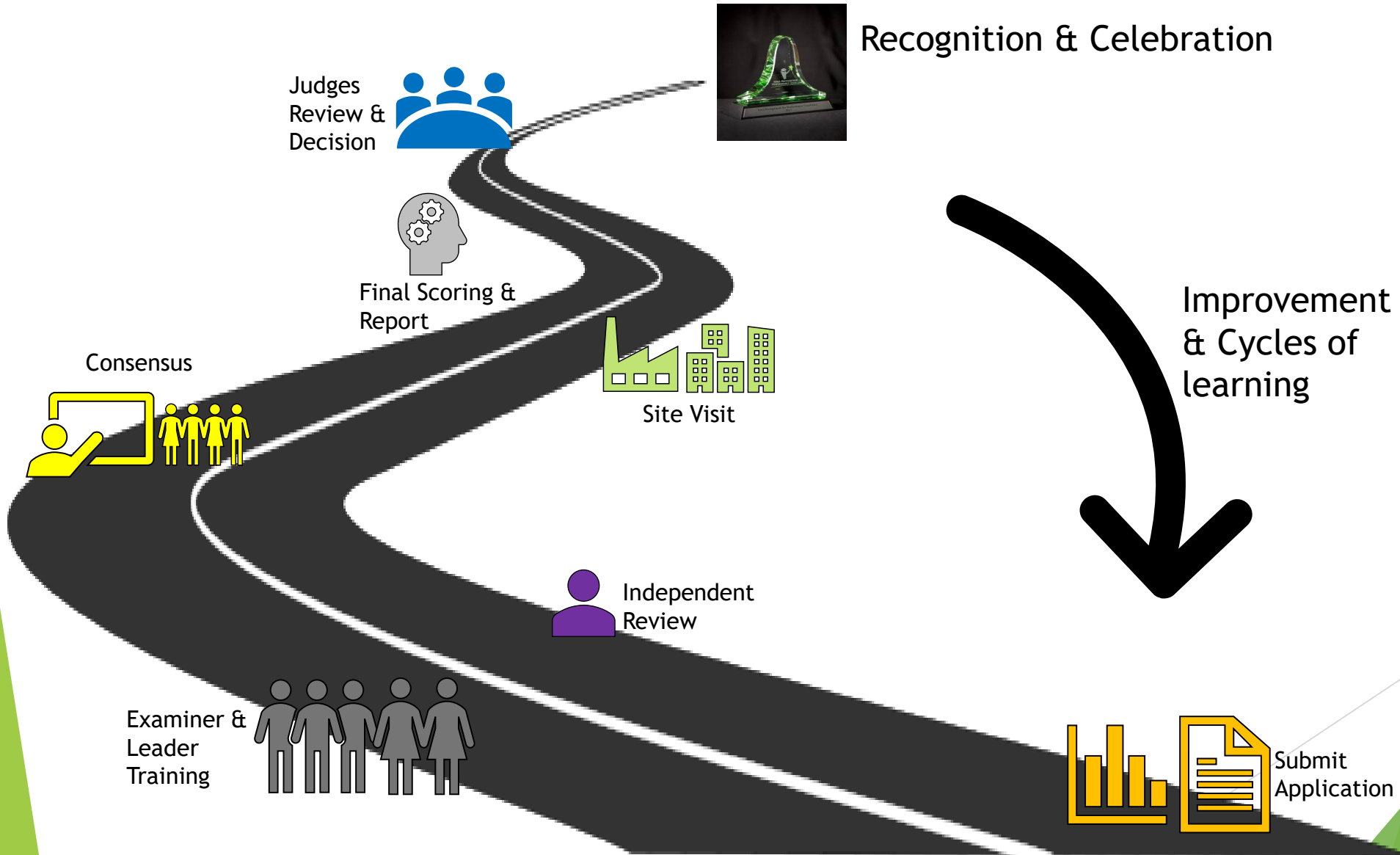
# Examiner Experience Agenda

- ▶ Introductions
- ▶ Overview of the IRPE Evaluation Process (high level)
- ▶ Introduce the Baldrige Framework
  - ▶ Core Values & Concepts
  - ▶ Criteria & “Gallery Walk”
  - ▶ 6-Step Evaluation Process, for both Process & Results
- ▶ View the Apex Examiner Software
- ▶ Tomorrow:
  - ▶ Identify Key Factors for your Applicant
  - ▶ Identify Strengths/OFIs in 1.1 & 7.4 for your Applicant
  - ▶ Determine Timeline, Next steps

# Introductions

- ▶ Name
- ▶ Organization
- ▶ Role
- ▶ What you want to get out of this experience

# Roadmap - the IRPE Process



# IRPE Application Levels

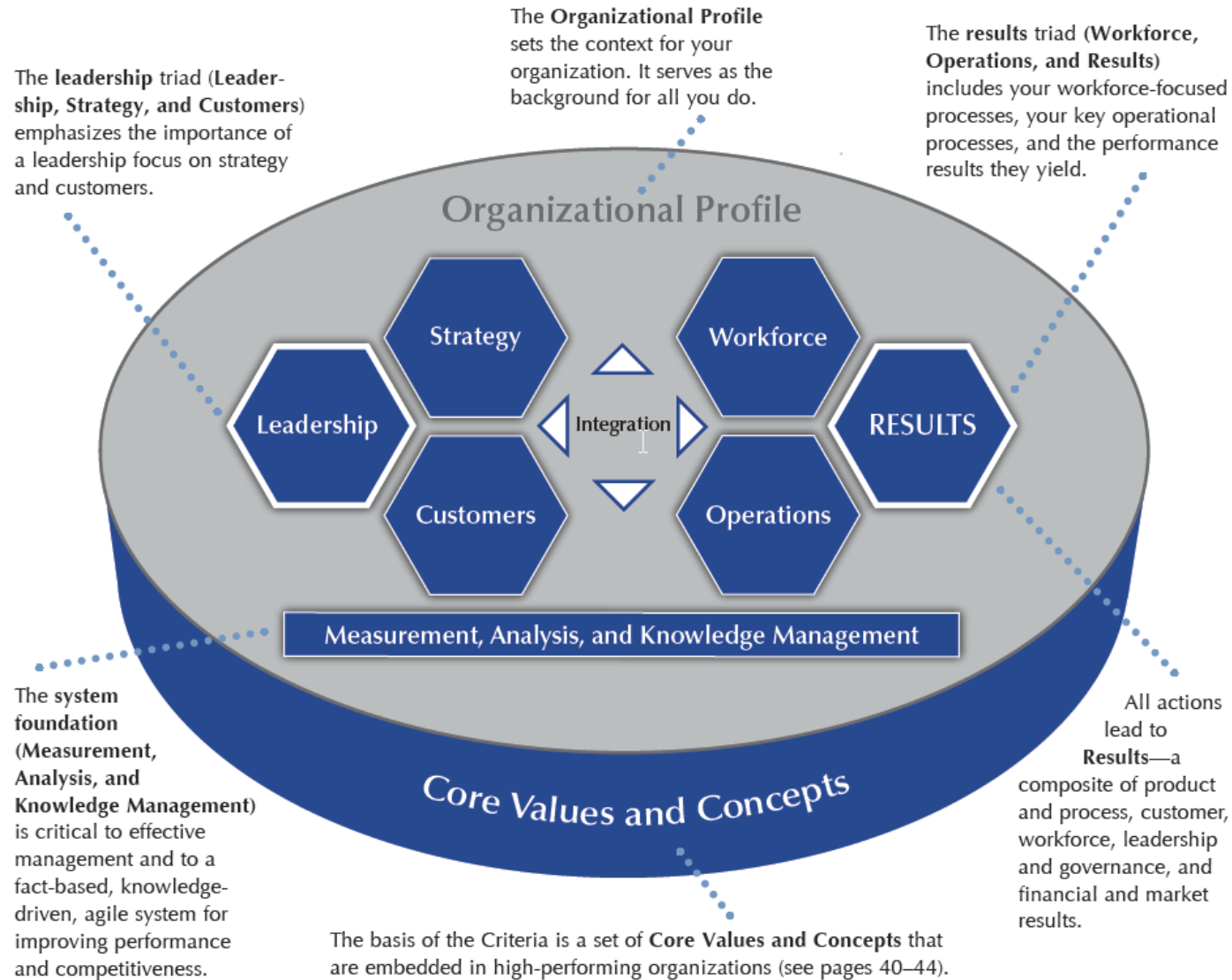
Application Level	Process & Effort	Feedback Team
<b>Explorer</b> Tier 1	Organizational Profile (15 hours)	1-2 members on site for 1 day
<b>Discoverer</b> Tier 2	Org Profile+15 questions (25 hours)	3-4 members on site for 1 day
<b>Navigator</b> Tier 3	Org Profile+70 questions (50 hours)	6-8 members on site for 2 days
<b>Trail Guide</b> Tier 4	55 page application (200-400 hours)	7-12 members on site for 3-4 days

# Three Baldrige Framework Versions



Business	Customers	Product Offerings	Product & Process Design	Product Results
Health Care	Patients & Families	Health Care Services	Service & Process Design	Health Care Service Results
Education	Students & Stakeholders	Educational Programs	Program, Service & Process Design	Student (& Budgetary) Results

# Framework Overview

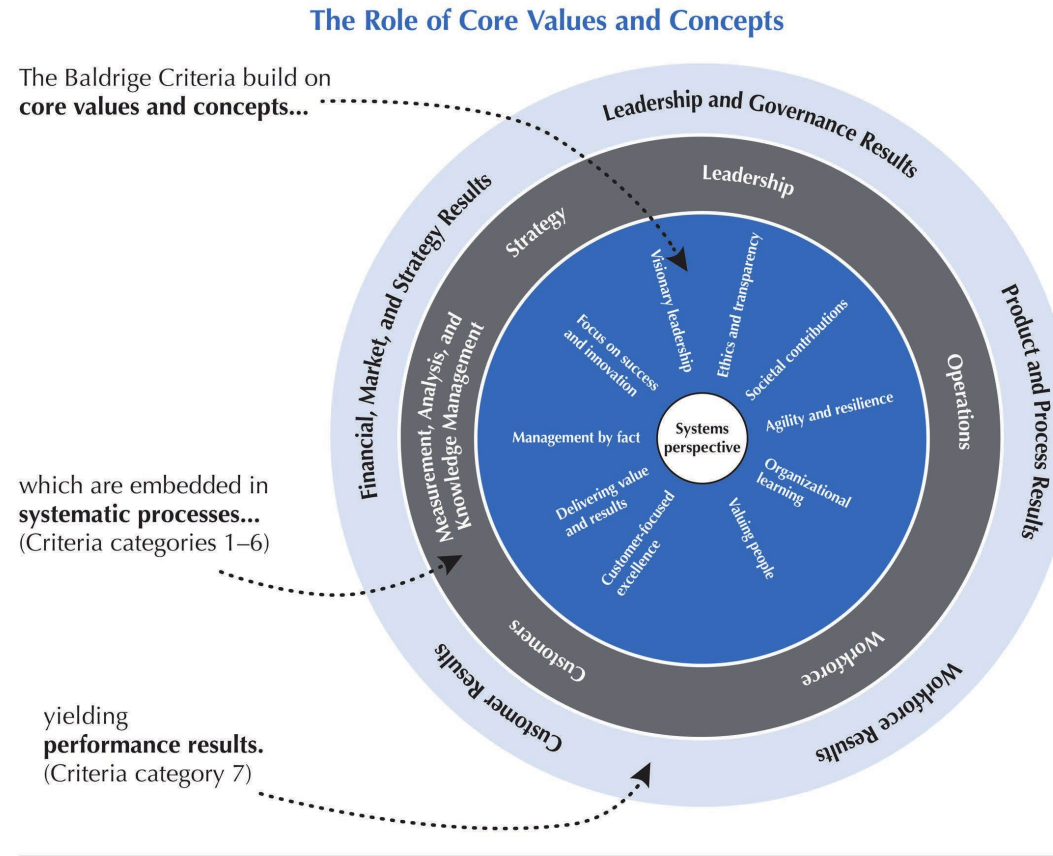




# Core Values & Concepts

- Systems Perspective
- Visionary Leadership
- Customer-Focused Excellence
- Valuing People
- Agility and Resilience
- Organizational Learning
- Focus On Success and Innovation
- Management By Fact
- Societal Contributions
- Ethics and Transparency
- Delivering Value and Results

(see page 4 of the Excellence Builder or 36-41 of the main book)



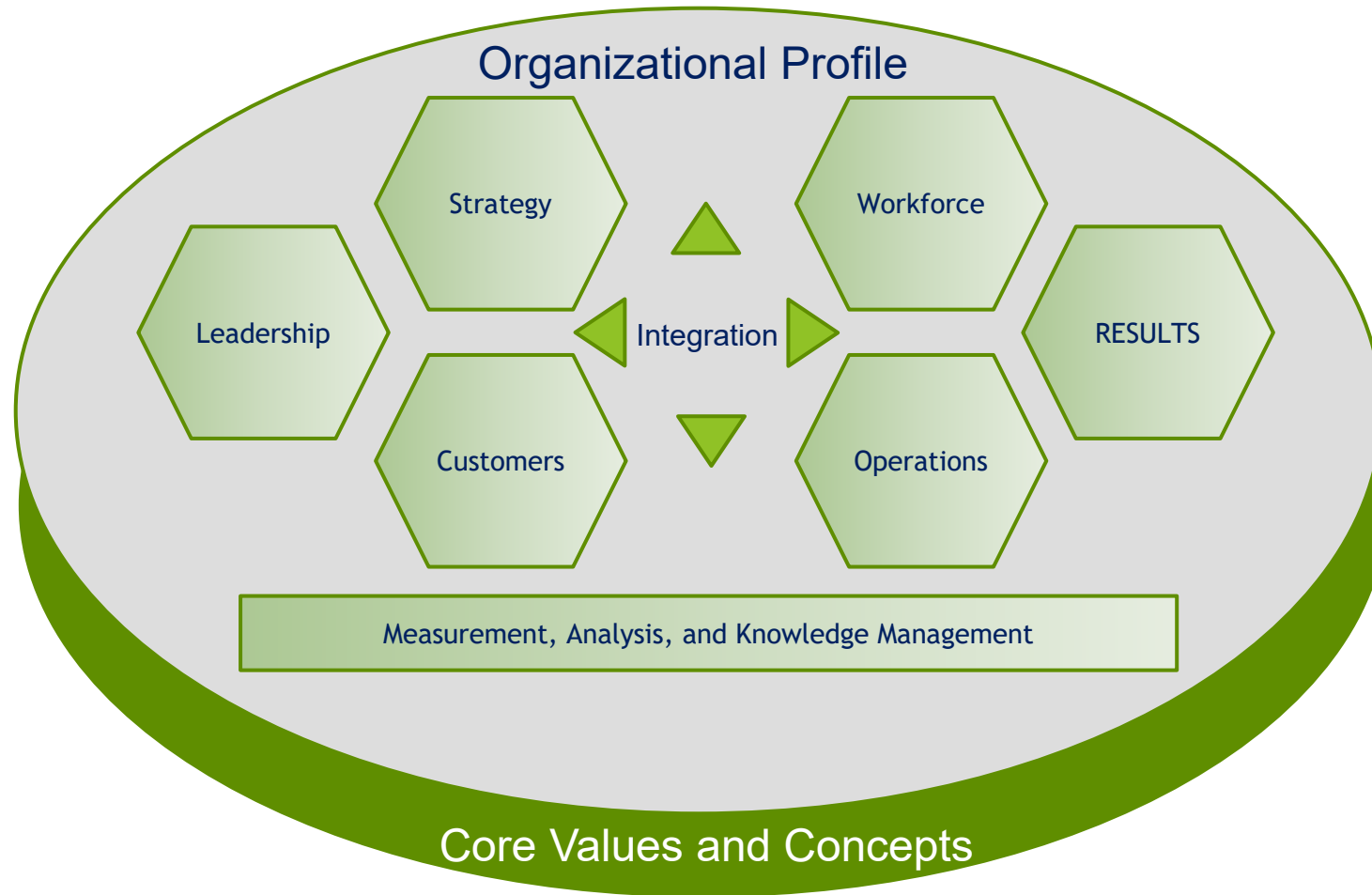
# Exploring Core Values

- ▶ What are my organization's top 3 strengths in terms of Core Values?
- ▶ What are my organization's top 3 gaps in terms of Core Values?

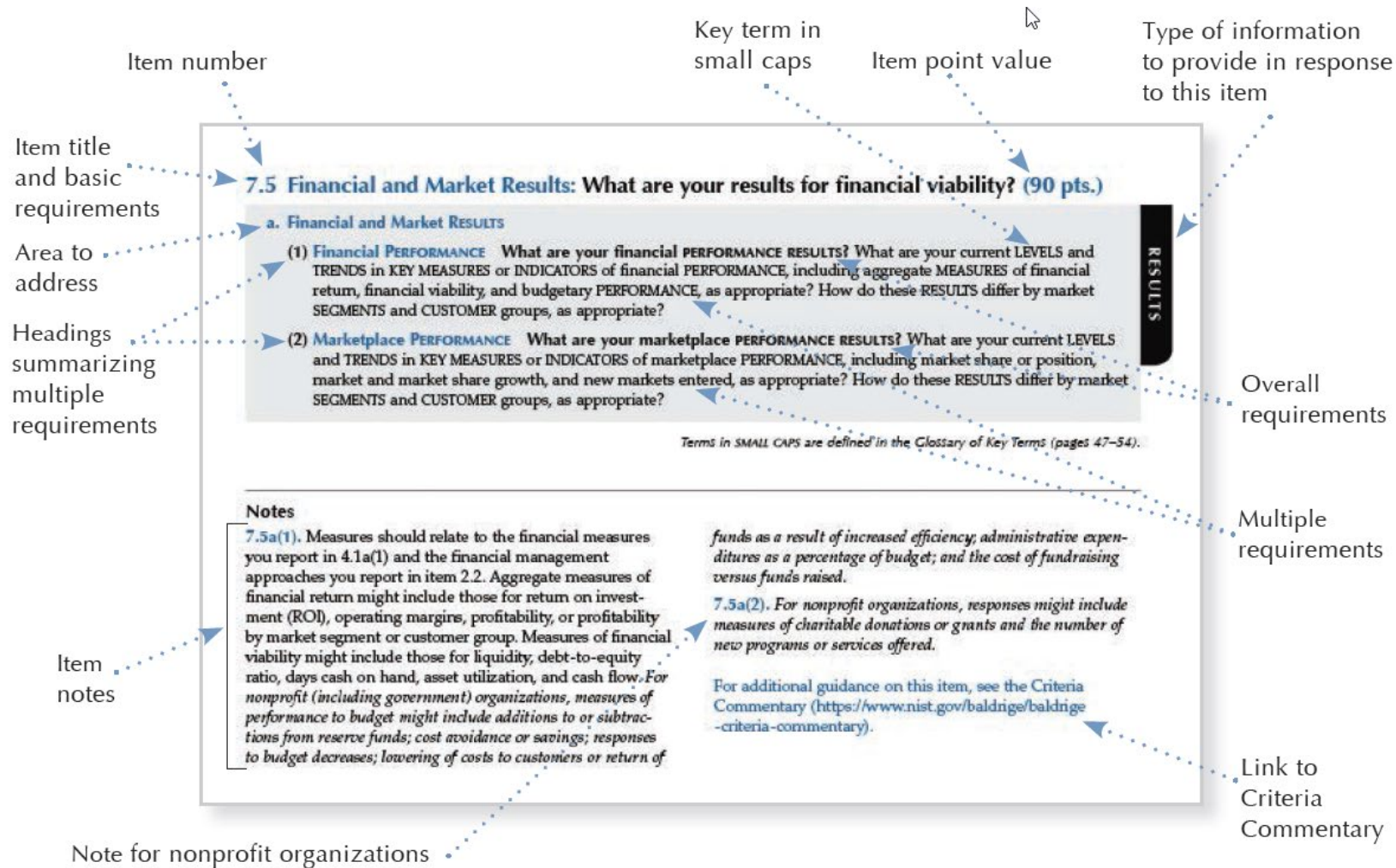
- Systems Perspective
- Visionary Leadership
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- Valuing People
- Agility and Resilience
- Organizational Learning
- Focus On Success and Innovation
- Management By Fact
- Societal Contributions
- Ethics and Transparency
- Delivering Value and Results

*(see page 4 of the Excellence Builder or 36-41 of the main book)*

# The Baldrige Criteria

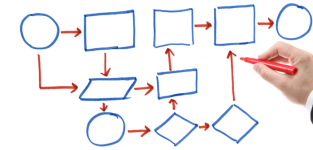


# Criteria Breakdown



# What Baldrige looks for....

1. Do you have a process?
2. Is your process being followed?
3. Are you evaluating & improving the process?
4. Does the process connect & align with other processes?
5. Is the process effective -- are levels & trends of results favorable?



Ref:

<https://www.pipefy.com/blog/process/pros-cons-process-management/>

[https://www.tvb.org/portals/0/media/image/Measurement\\_Home.jpg](https://www.tvb.org/portals/0/media/image/Measurement_Home.jpg)

<http://mentalfloss.com/article/502944/watch-how-jigsaw-puzzles-are-made>

# Baldrige Maturity Rubric for Process: ADLI

- ▶ Approach
- ▶ Deployment
- ▶ Learning
- ▶ Integration



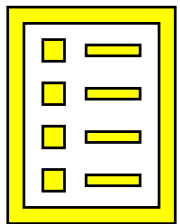





# Gallery Walk

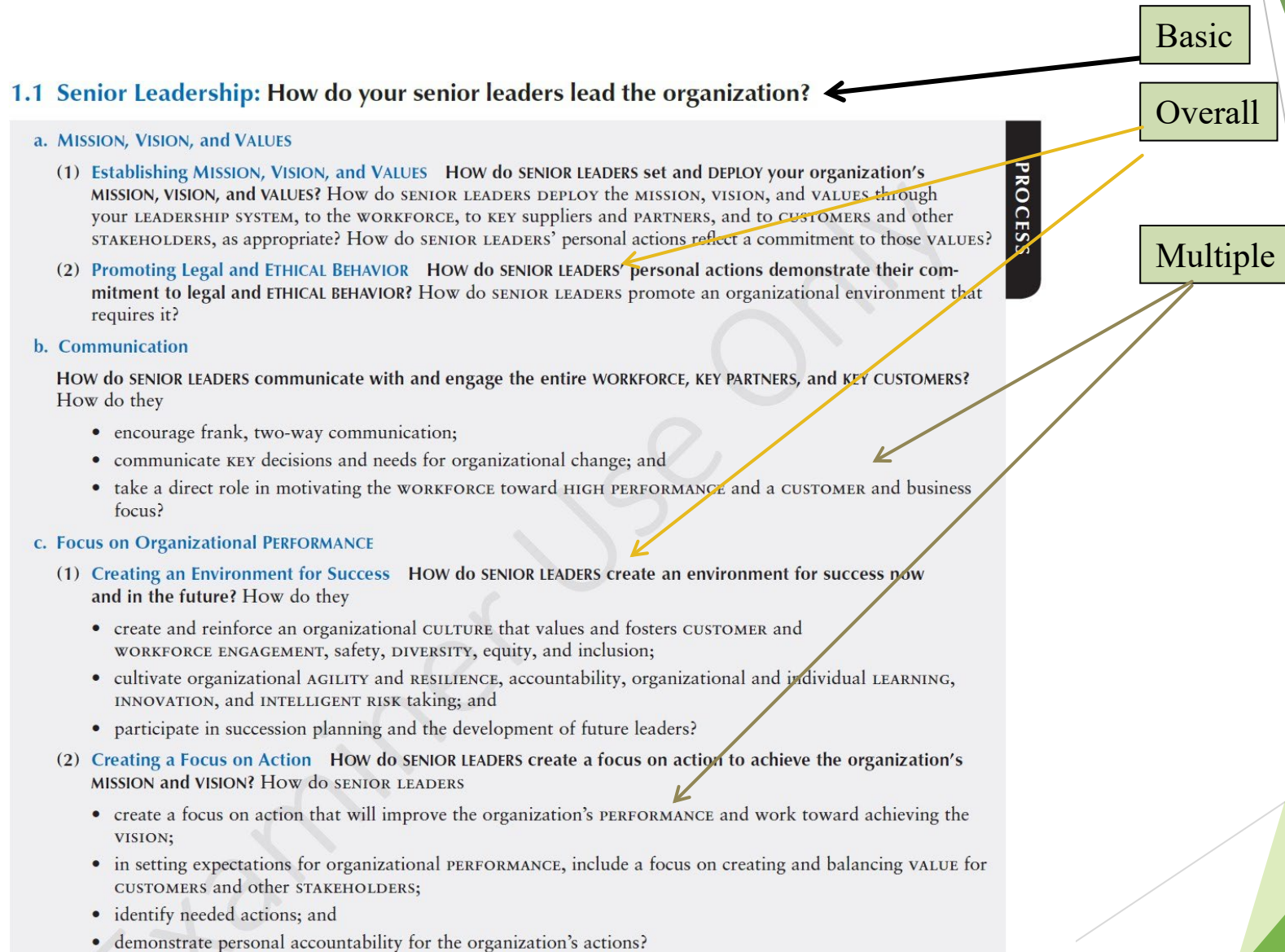
# 6 Step Evaluation Process



# 6 Step Process - Process Categories

 <p>Review Criteria</p>	 <p>Identify 4-6 Key Factors</p>	 <p>Read Application</p>
 <p>Capture 4-6 STR/OFI</p>	 <p>Record</p>	 <p>Score</p>

# Step 1: Review Criteria



# Step 2: Identify Key Factors

**Key Factors come from the Organization Profile -- What is the Profile?**

**For the applicant:**

- ▶ Identifies “Who are we?” and “What’s most important?”
- ▶ A tool to align leaders
- ▶ Sets context for responding to Criteria

**For the Examiner:**

- ▶ Helps the Examiner understand the applicant’s context, environment
- ▶ Helps “customize” the feedback report to the unique characteristics of the applicant

# Step 2: Identify Key Factors

## Key Factors Worksheet sample

- KF Characteristics:**
- Concise phrases, bullets
  - Focused on what's important - key
  - Focused on what the Org Profile questions ask
  - Many items can be cut and pasted from Org Profile

First, build the Key Factors Worksheet, then select 4-6 KFs relevant for each Item...

### KEY FACTORS SAMPLE

Organizational Description	Organizational Environment
<b>Nature of the Organization (main healthcare services, delivery mechanisms, organization size/location):</b> Organization's main healthcare service offering is assisted and independent living. Our ability to deliver personal assisted living (PAL) services as well à la carte services, in a professional and seamless manner is most important to our organizational success. Organization is able to provide assistance with bathing, dressing, toileting, medication management and other ADL's as needed, this along with our on-site wellness/rehab center Organization is privately owned and operated 100% private pay	
<b>Organizational culture (mission, vision, values, core competencies):</b> Mission of Organization is: "To ensure a culture of care and compassion while upholding our values, service standards and viability." Vision: To be the best assisted and independent living community anywhere. Values: We value our employees and the contributions they make here, enhancing the lives of all those we have the honor to serve. We value our residents, families and stakeholders; we are committed to respecting their rights, preferences and uniqueness. We value honesty, integrity, diversity, care, compassion and trust. We value and commit to supporting, taking action and supplying resources individually and collectively to and for the betterment of the community in which we live. We value and will provide world-class services. Core competencies: Personal assisted service Resident driven care Values residents and employees Enhancing their lives Legacy	
<b>Workforce Profile (workforce/employee groups/segments, key requirements/expectations, educational levels, workforce/job diversity, organized bargaining units, contract employees, special health/safety requirements):</b> Appx 100 employees No groups identified, Engagement factors - Opportunities to advance; fair and equal application of policies, clean and fun work environment, personal development, sense of belonging to something greater than self. No mention of bargaining units No health and safety requirements mentioned	



# Step 2: Identify Key Factors

## Independent Analysis & Consensus Worksheet

Item 1.1 Senior Leadership

List the 4–6 key business/organization factors that are most relevant to this Item.

- 1. MVV, culture, etc. etc.
- 2. Governance blah blah blah
- 3. Suppliers, partners, collaborators details here
- 4. Workforce is X FTE, etc.
- 5.
- 6.



List approximately 6 of the most important strengths and opportunities for improvement (OFIs) for this Item in order of their importance to the applicant. Base these strengths and OFIs on the applicant's response to the Criteria requirements and its key business/organization factors. Refer to figures when appropriate.

- In the first column, record the numbers of the most relevant key factor(s).
- In the ADLI columns, check the process evaluation factors that your statement addresses:  
A = Approach      D = Deployment      L = Learning      I = Integration
- In the last column, record the Item reference(s) for the strengths and gaps/OFIs.

KF Ref.	++	Strengths	As Evidenced by ...	A	D	L	I	Item Ref.
1,2	+	Senior Leaders (SL) create and deploy the framework for planning and updates to MVV based on assessment of the environment and input from multiple sources (A-O); MVV are deployed via the leadership and communication systems (D)	<ul style="list-style-type: none"><li>Facilitated visioning at AAA all-board retreat. The CEO and leadership teams assess feedback from stakeholders, board, employees, customers to develop 5 yr vision</li><li>Board confirms MVV, deployed through leadership system (1.1-1) and communication system (1.1-2) using the pillars of excellence (POE), performance reviews; to partners/suppliers through contracts and service agreements</li></ul>	x	x	x	x	1.1a(1)



# Step 3: Read Application

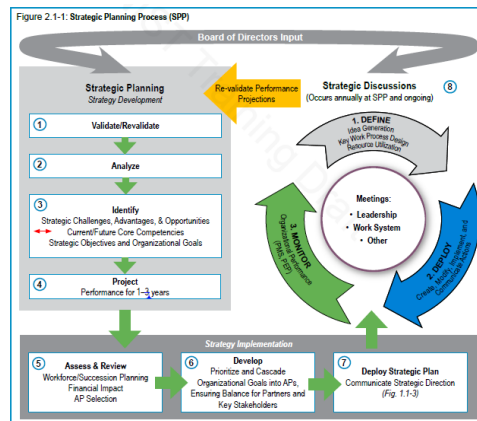
## 2.1 Strategy Development

### 2.1a Strategy Development Process

**2.1a(1)** Through cycles of learning, the focus of strategic planning evolved from a process based on defining and approving actions to support the budget, to the systematic SPP occurring throughout the year, supported by APs and goal achievement. The OPO business ecosystem is one that requires LOTS to be agile to ensure its ability to meet customer and, ultimately, recipient needs. The SPP involves strategic development, implementation, and discussions, each of which consists of multiple steps (*Figure 2.1-1*). Currently, participants in the SPP include the LT, BOD members, customers, front-line staff, key partners, and key suppliers.

Both the BOD and LT focus on a strategic time frame; short-term targets and objectives are to be met in one year, and long-term targets and objectives are set for two years. In step 4 of the SPP, focused strategic discussions address the performance projections for the one- and two-year time horizons established for key metrics.

Any changes and/or prioritization of change or improvement initiatives are identified and evaluated within the SPP (*Figure 2.1-1*). LOTS capitalizes on its agility achieved through the Organizational Structure (*Figure 1.2-2*) to utilize a continuous SPP (*Figure 2.1-1*), which has seen learning and improvements. The LT participates in strategic discussions (SDs) that take place during leadership and work system meetings, creating consistency across the SPP. During these SDs,



# Introducing the Expected Results Matrix

C31										=Independent Analysis!C31									
										Formula Bar									
Where Cited (Item, Figure or Page Number)	Expected Result	Item 7 Reference (7.1a)	Result Title (Figure )	Comment Number	Comment Number	If scoring range is 70%-85% or above, Segmentation Summary				Comment Number Code									
3	0 Product Results (Student Learning or Health Care)	7.1a								0	Results are reported for none/few/some/ many/most/all areas of importance								
4	0 Customer Service Results	7.1a								1	None/few/some/ many/most/all results show favorable trends								
5	0 Process Effectiveness Results	7.1b(1)								2	None/few/some/ many/most/all results show good or very good levels relative to comparisons								
6	0 Process Efficiency Results	7.1b(1)								3	None/few/some/ many/most/all results show unfavorable trends								
7	0 Safety Results	7.1b(2)								4	None/few/some/ many/most/all results showing poor levels or no relevant comparative data to show a level								
8	0 Emergency Preparedness Results	7.1b(2)								5	None/few/some/ many/most/all results show flat or incomplete trend data (less than three datapoints)								
9	0 Supply Network Results	7.1c								6	None/few/some/ many/most/all results are missing (important and expected but not provided)								
10	0 Customer Satisfaction Results	7.2a(1)																	
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13	0 Workforce Capability Results	7.3a(1)																	
14	0 Workforce Capacity Results	7.3a(1)																	
15	0 Workforce Climate Results	7.3a(2)																	
16	0 Workforce Engagement Results	7.3a(3)																	
17	0 Workforce Development Results	7.3a(4)																	
18	0 Leader Development Results	7.3a(4)																	
19	0 Senior Leaders' Communication Results	7.4a(1)																	
20	0 Senior Leaders' Engagement Results	7.4a(1)																	
21	0 Governance Accountability Results	7.4a(2)																	
22	0 Legal and Regulatory Results	7.4a(3)																	
23	0 Ethical Behavior Results	7.4a(4)																	
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25	0 Support of Key Communities Results	7.4a(5)																	
26	0 Financial Performance Results	7.5a(1)																	
27	0 Marketplace Performance Results	7.5a(2)																	
28	0 Strategy Implementation Results	7.5b																	
29	0	0	0																
30	0	0	0																
31	Page 14 Complaint Trends	7.2a(1)																	
32	0	0	0																
33	0	0	0																
34	0	0	0																
35	0	0	0																

# Step 4: Identify Strengths/OFIs

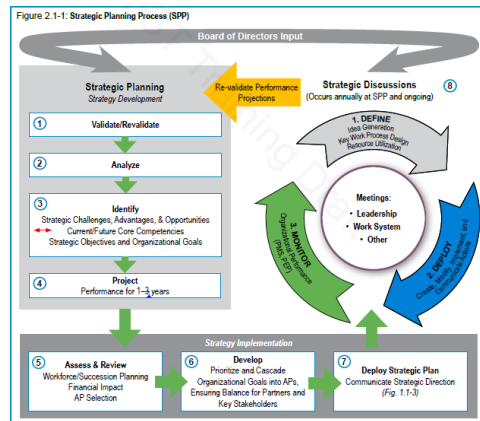
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Nugget: Conduct strategic planning process

Evidence:

Relevance: Why it is important to them



# Step 5: Record the Feedback Comments

## Sample Strength

### Independent Analysis & Consensus Worksheet

Item 1.1

Senior Leadership

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# Step 5: Record the Feedback Comments

## Sample OFI

KF Ref.	++	Gaps and OFIs	As Evidenced by ...	A	D	L	I	Item Ref.
1,3,4	-	Unclear how frank, 2-way comms are encouraged (A-O)	<p>No evidence of open-door policy implementation; appears as entry on 1.1-2, no discussion in text; comm methods all appear to be formal channels</p> <p><b>Potential Impact:</b></p> <ul style="list-style-type: none"> <li>This could impact leaders' ability to share key decisions with workforce or to explain key changes</li> <li>Could impact employee engagement levels</li> </ul>					1.1b

3,4	-	Unclear how CEO and site administrators encourage culture that fosters customer, employee engagement and customer safety (A-O)	<ul style="list-style-type: none"> <li>No evidence of analysis, planning, or implementation of plans to improve engagement</li> <li>Just Culture established to create culture of safety, but not clear how that approach is deployed and how it works</li> </ul> <p><b>Potential Impact:</b></p> <ul style="list-style-type: none"> <li>Could further impact employee retention rates, which is already showing decreasing levels</li> </ul>	x	x	x	x	1.1c(1)
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# Guidance for Feedback Comments

## Actionable

The applicant can take action based on the comment and understand the potential benefit.

Include these elements in your comments. Arrange them in the most readable way for the applicant.

- **A concise opening statement of the main idea (the “nugget”).** Include only one main idea per comment. If you have several, either choose one, or combine them into a higher-level, more general nugget. If something “is not clear,” describe what is missing.
- **The relevance of this main idea to the applicant.** Use a key factor to show the relevance—why the comment is important to the applicant. Include just one point of relevance per comment.
- **One or two examples to support and clarify the main idea.** Choose examples from the application that clarify the strength or opportunity for improvement. If you have many, choose the most important ones, or group them.

## Aligned

The comment reflects the Criteria and reflects the scoring range you have chosen.

Write comments on the basic, overall, or multiple **Criteria requirements** that are most important to the applicant; ensure that the requirements align with the score. Use language from the Criteria.

Use only enough Criteria language to add clarity. Seek to **add value rather than restate information.**

Point out areas of strength or opportunities for improvement based on the **evaluation factors (ADLI or LeTCL)**. Use language from the Scoring Guidelines. In each comment, focus on just one or two evaluation factors.

Ensure that the comment **does not contradict other comments** in the same item or other items.

## Accurate

The facts and data are correct.

Use the **applicant’s terminology.**

Use the **correct names and terms** (e.g., for the applicant’s processes and for figure names).

**Check the facts and data** in your comment. For example, if you state that “there is no evidence,” check text and figures to ensure that this is true; if you note adverse trends or a lack of comparative data, make sure this is true.

Don’t “parrot” the application; seek to **add value rather than restate information.**

## Appropriate

The tone is professional and polite.

**Don’t comment on the applicant’s style of writing or data presentation.**

**Don’t use jargon or acronyms unless they are the applicant’s terms.**

**Don’t be judgmental** by using terms such as “bad” or “inadequate.”

**Don’t be prescriptive** by telling the applicant what it “should” do or recommending specific practices that are **beyond the Criteria.**



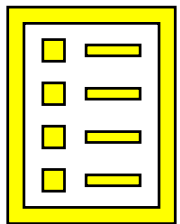


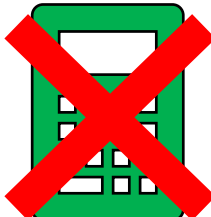
**Don’t assert your personal opinions.**

# Step 6: Score the Item

SCORE	DESCRIPTION
90%, 95%, or 100%	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE QUESTIONS in the item, is evident. (A)</li> <li>The APPROACH is fully DEPLOYED without significant weaknesses or gaps in any areas or work units. (D)</li> <li>Fact-based, SYSTEMATIC evaluation and improvement; sharing of refinements; adoption of best practices; and INNOVATION are KEY organization-wide tools for improving efficiency and EFFECTIVENESS. (L)</li> <li>The APPROACH is well INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and process items. (I)</li> </ul>
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to MULTIPLE QUESTIONS in the item, is evident. (A)</li> <li>The APPROACH is well DEPLOYED, with no significant gaps. (D)</li> <li>Fact-based, SYSTEMATIC evaluation and improvement; sharing of refinements; adoption of best practices; and instances of INNOVATION are evident for improving organizational efficiency and EFFECTIVENESS. (L)</li> <li>The APPROACH is INTEGRATED with your current and future organizational needs as identified in response to the Organizational Profile and process items. (I)</li> </ul>
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL QUESTIONS in the item, is evident. (A)</li> <li>The APPROACH is well DEPLOYED, although DEPLOYMENT may vary in some areas or work units. (D)</li> <li>Fact-based, SYSTEMATIC evaluation and improvement; sharing of refinements; and some use of best practices or instances of INNOVATION are in place for improving the efficiency and EFFECTIVENESS of KEY PROCESSES. (L)</li> <li>The APPROACH is ALIGNED with your organizational needs as identified in response to the Organizational Profile and process items. (I)</li> </ul>
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC QUESTION in the item, is evident. (A)</li> <li>The APPROACH is DEPLOYED, although some areas or work units are in early stages of DEPLOYMENT. (D)</li> <li>The beginning of a SYSTEMATIC APPROACH to evaluation and improvement of KEY PROCESSES is evident. (L)</li> <li>The APPROACH is in the early stages of ALIGNMENT with the organizational needs identified in response to the Organizational Profile and process items. (I)</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>The beginning of a SYSTEMATIC APPROACH to the BASIC QUESTION in the item is evident. (A)</li> <li>The APPROACH is in the early stages of DEPLOYMENT in most areas or work units, inhibiting progress in relation to the BASIC QUESTION in the item. (D)</li> <li>Early stages of a transition from reacting to problems to a general improvement orientation are evident. (L)</li> <li>The APPROACH is ALIGNED with other areas or work units largely through joint problem solving. (I)</li> </ul>
0% or 5%	<ul style="list-style-type: none"> <li>No SYSTEMATIC APPROACH to item questions is evident; information is ANECDOTAL. (A)</li> <li>Little or no DEPLOYMENT of any SYSTEMATIC APPROACH is evident. (D)</li> <li>An improvement orientation is not evident; improvement is achieved by reacting to problems. (L)</li> <li>No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)</li> </ul>

# Evaluating Results

# 6 Step Process - Results Categories

 <p>Review Criteria</p>	 <p>Identify 4-6 Key Factors</p>	 <p>Read Application</p>
 <p>Capture +/-</p>	 <p>Record</p>	 <p>Score</p>

# Baldrige Maturity Rubric for Results: LeTCI

- ▶ Levels
- ▶ Trends
- ▶ Comparisons
- ▶ Integration



# Completing the Expected Results Matrix

Where Cited (Item, Figure or Page Number)		Item 7 Reference (7.1a)	Result Title (Figure )	Comment Number	Comment Number	If scoring range is 70%-85% or above, Segmentation Summary	Comment Number Code	
3	Expected Result						0	Results are reported for none/few/some/ many/most/all areas of importance
4	0 Product Results (Student Learning or Health Care)	7.1a					1	None/few/some/ many/most/all results show favorable trends
5	0 Customer Service Results	7.1a					2	None/few/some/ many/most/all results show good or very good levels relative to comparisons
6	0 Process Effectiveness Results	7.1b(1)					3	None/few/some/ many/most/all results show unfavorable trends
7	0 Process Efficiency Results	7.1b(1)					4	None/few/some/ many/most/all results showing poor levels or no relevant comparative data to show a level
8	0 Safety Results	7.1b(2)					5	None/few/some/ many/most/all results show flat or incomplete trend data (less than three datapoints)
9	0 Emergency Preparedness Results	7.1b(2)					6	None/few/some/ many/most/all results are missing (important and expected but not provided)
10	0 Supply Network Results	7.1c						
11	0 Customer Satisfaction Results	7.2a(1)						
12	0 Customer Dissatisfaction Results	7.2a(1)						
13	0 Customer Engagement Results	7.2a(2)						
14	0 Workforce Capability Results	7.3a(1)						
15	0 Workforce Capacity Results	7.3a(1)						
16	0 Workforce Climate Results	7.3a(2)						
17	0 Workforce Engagement Results	7.3a(3)						
18	0 Workforce Development Results	7.3a(4)						
19	0 Leader Development Results	7.3a(4)						
20	0 Senior Leaders' Communication Results	7.4a(1)						
21	0 Senior Leaders' Engagement Results	7.4a(1)						
22	0 Governance Accountability Results	7.4a(2)						
23	0 Legal and Regulatory Results	7.4a(3)						
24	0 Ethical Behavior Results	7.4a(4)						
25	0 Societal Well-Being Results	7.4a(5)						
26	0 Support of Key Communities Results	7.4a(5)						
27	0 Financial Performance Results	7.5a(1)						
28	0 Marketplace Performance Results	7.5a(2)						
29	0 Strategy Implementation Results	7.5b						
30	0	0	0					
31	Page 14 Complaint Trends	7.2a(1)						
32	0	0	0					
33	0	0	0					
34	0	0	0					
35	0	0	0					



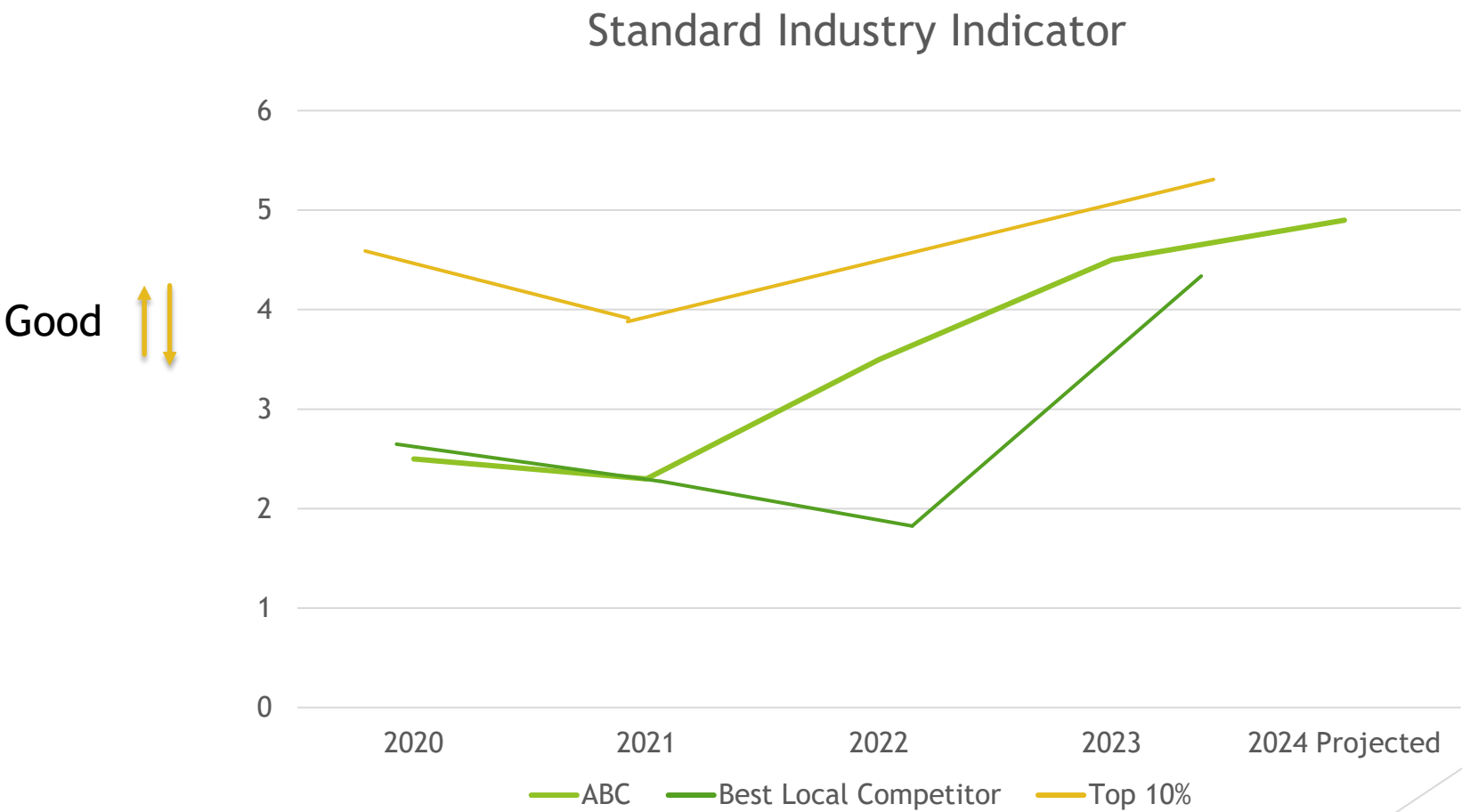
# Completing the Expected Results Matrix

C31									
=Independent Analysis!C31									
A	B	C	D	E	Formula Bar	G	H	J	K
Where Cited (Item, Figure or Page Number)	Expected Result	Item 7 Reference (7.1a)	Result Title (Figure)	Comment Number	Comment Number	If scoring range is 70%-85% or above, Segmentation Summary			Comment Number Code
3	0 Product Results (Student Learning or Health Care)	7.1a							0 Results are reported for none/few/some/ many/most/all areas of importance
4	0 Customer Service Results	7.1a							1 None/few/some/ many/most/all results show favorable trends
5	0 Process Effectiveness Results	7.1b(1)							2 None/few/some/ many/most/all results show good or very good levels relative to comparisons
6	0 Process Efficiency Results	7.1b(1)							3 None/few/some/ many/most/all results show unfavorable trends
7	0 Safety Results	7.1b(2)							4 None/few/some/ many/most/all results showing poor levels or no relevant comparative data to show a level
8	0 Emergency Preparedness Results	7.1b(2)							5 None/few/some/ many/most/all results show flat or incomplete trend data (less than three datapoints)
9	0 Supply Network Results	7.1c							6 None/few/some/ many/most/all results are missing (important and expected but not provided)
10	0 Customer Satisfaction Results	7.2a(1)							
11	0 Customer Dissatisfaction Results	7.2a(1)							
12	0 Customer Engagement Results	7.2a(2)							
13	0 Workforce Capability Results	7.3a(1)							
14	0 Workforce Capacity Results	7.3a(1)							
15	0 Workforce Climate Results	7.3a(2)							
16	0 Workforce Engagement Results	7.3a(3)							
17	0 Workforce Development Results	7.3a(4)							
18	0 Leader Development Results	7.3a(4)							
19	0 Senior Leaders' Communication Results	7.4a(1)							
20	0 Senior Leaders' Engagement Results	7.4a(1)							
21	0 Governance Accountability Results	7.4a(2)							
22	0 Legal and Regulatory Results	7.4a(3)							
23	0 Ethical Behavior Results	7.4a(4)							
24	0 Societal Well-Being Results	7.4a(5)							
25	0 Support of Key Communities Results	7.4a(5)							
26	0 Financial Performance Results	7.5a(1)							
27	0 Marketplace Performance Results	7.5a(2)							
28	0 Strategy Implementation Results	7.5b							
29	0	0	0						
30	0	0	0						
31	Page 14 Complaint Trends	7.2a(1)							
32	0	0	0						
33	0	0	0						
34	0	0	0						
35	0	0	0						

## Calibration of Results-Related Scoring Terms:

Few/Little	5 to 15%
Some	more than 15% to 30%
Many	more than 30% to 50%
Most/Majority	more than 50% to 80%
Nearly All	more than 80% to less than 100%
All / Fully	100%
Close-to-Good	A little below Average or <i>Amber</i> in a <i>Red-Amber-Green</i> Reporting System
Good	Average or Better
Very Good	Top Quartile
Excellent	Industry Leading
Benchmark	Best in Class

# Evaluating a Result



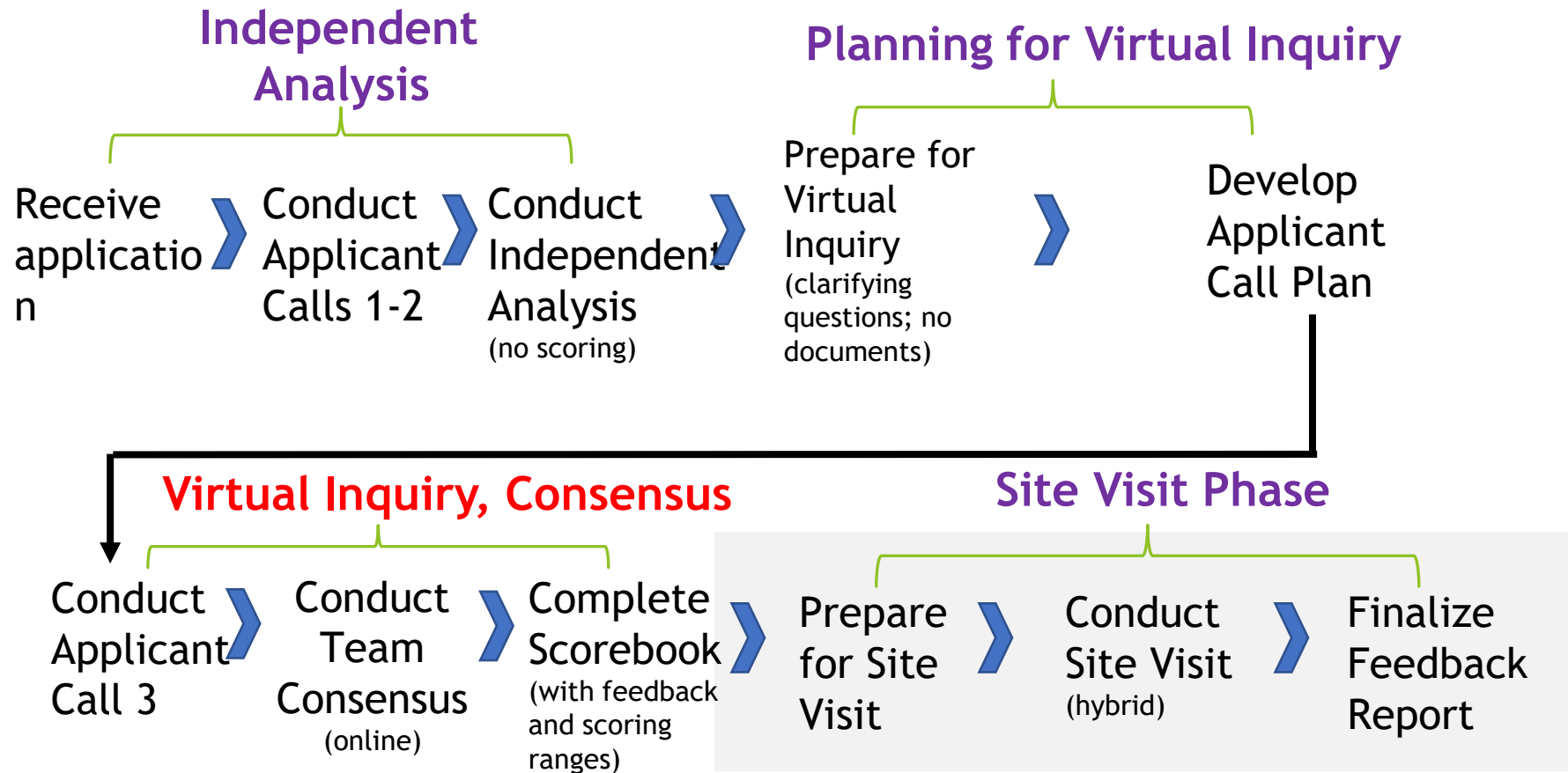
Note: Measurement changed in 2021.

# Examiner Experience Agenda

- ▶ Introductions
- ▶ Overview of the IRPE Evaluation Process (high level)
- ▶ Introduce the Baldrige Framework
  - ▶ Core Values & Concepts
  - ▶ Criteria & “Gallery Walk”
  - ▶ 6-Step Evaluation Process, for both Process & Results
- ▶ View the Apex Examiner Software
- ▶ Tomorrow:
  - ▶ Identify Key Factors for your Applicant
  - ▶ Identify Strengths/OFIs in 1.1 & 7.4 for your Applicant
  - ▶ Determine Timeline, Next steps

# Appendix

# A Detailed View of the IRPE Process



# Scoring

Factor	0-5%	10-25%	30-45%	50-65%	70-85%	90-100%
Approach	No systematic approach to Item requirements is evident; information is anecdotal.	The beginning of a systematic approach to the <b>basic requirements</b> of the Item is evident.	An effective, systematic approach, responsive to the <b>basic requirements</b> of the Item, is evident.	An effective, systematic approach, responsive to the <b>overall requirements</b> of the Item, is evident.	An effective, systematic approach, responsive to the <b>multiple requirements</b> of the Item, is evident.	An effective, systematic approach, fully responsive to the <b>multiple requirements</b> of the Item, is evident.
@Consensus						
@Site Visit						
Deployment	Little or no deployment of any systematic approach is evident.	The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the <b>basic requirements</b> of the Item.	The approach is deployed, although some areas or work units are in early stages of deployment.	The approach is well deployed, although deployment may vary in some areas or work units.	The approach is well deployed, with no significant gaps.	The approach is fully deployed without significant weaknesses or gaps in any areas or work units.
@Consensus						
@Site Visit						
Learning	An improvement orientation is not evident; improvement is achieved through reacting to problems.	Early stages of a transition from reacting to problems to a general improvement orientation are evident.	The beginning of a systematic approach to evaluation and improvement of key processes is evident.	A fact-based, systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness of key processes.	Fact-based, systematic evaluation and improvement and organizational learning, including innovation, are key management tools; there is clear evidence of refinement as a result of organizational-level analysis and sharing.	Fact-based, systematic evaluation and improvement and organizational learning through innovation are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization.
@Consensus						
@Site Visit						
Integration	No organizational alignment is evident; individual areas or work units operate independently.	The approach is aligned with other areas or work units largely through joint problem solving.	The approach is in the early stages of alignment with basic organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is aligned with organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is integrated with organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is well integrated with organizational needs identified in response to the Organizational Profile and other Process Items.
@Consensus						
@Site Visit						
Guidance: Use Scoring standard work to match up the most representative score.						

# Scoring

Guidelines	0-5%	10-25%	30-45%	50-65%	70-85%	90-100%
<b>Levels</b>	There are no organizational performance results or results reported are poor.	A few organizational performance results are reported, responsive to the <b>basic requirements</b> of the item, and early good performance levels are evident.	Good organizational performance levels are reported, responsive to the <b>basic requirements</b> of the item.	Good organizational performance levels are reported, responsive to the <b>overall requirements</b> of the item.	Good to excellent organizational performance levels are reported, responsive to <b>multiple requirements</b> of the item.	Excellent organizational performance levels are reported that are fully responsive to the <b>multiple requirements</b> of the item.
@Consensus						
@Site Visit						
<b>Trends</b>	Trend data either are not reported or show mainly adverse trends.	Some trend data are reported, with some adverse trends evident.	Some trend data are reported, and a majority of the trends presented are beneficial.	Beneficial trends are evident in areas of importance to the accomplishment of the organization's mission.	Beneficial trends have been sustained over time in most areas of importance to the accomplishment of the organization's mission.	Beneficial trends have been sustained over time in all areas of importance to the accomplishment of the organization's mission.
@Consensus						
@Site Visit						
<b>Comparisons</b>	Comparative information is not reported.	Little or no comparative information is reported.	Early stages of obtaining comparative information are evident.	Some current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of good relative performance.	Many to most trends and current performance levels have been evaluated against relevant comparisons and/or benchmarks and show areas of leadership and very good relative performance.	Evidence of industry and benchmark leadership is demonstrated in many areas.
@Consensus						
@Site Visit						
<b>Integration</b>	Results are not reported for any areas of importance to the accomplishment of the organization's mission.	Results are reported for a few areas of importance to the accomplishment of the organization's mission.	Results are reported for many areas of importance to the accomplishment of the organization's mission.	Organizational performance results are reported for most key customer/patient/student/market/process requirements.	Organizational performance results are reported for most key customer, market, process, and action plan requirements, and they include some projections of future performance.	Organizational performance results and projections are reported for most key customer/patient/student, market, process, and action plan requirements, and they include projections of future performance.
@Consensus						
@Site Visit						