**KEY THEMES**

**Key Themes-Process Items**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ scored in band number \_\_ for process items (1.1-6.2) as a result of the review of the written application conducted by KYCPE Examiners. Scoring bands are explained in Baldrige criteria documentation and this band relates to a score total in the xxx-xxx \_\_\_\_\_\_\_ area.

An organization in band \_\_ for process items …….

**a. The most important strengths or outstanding practices (of potential value to other organizations) identified in \_\_\_\_\_\_\_\_\_\_response to Process items are as follows:**

**b. The most significant opportunities, concerns, or vulnerabilities identified in**

**\_\_\_\_\_\_\_\_\_response to Process items are as follows:**

**Key Themes-Results Items**

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ scored in band number \_\_ for results items (7.1-7.5) as a result of the review of the written application conducted by KYCPE Examiners. Scoring bands are explained in Baldrige criteria documentation and this band relates to a score total in the xxx-xxx \_\_\_\_\_\_\_ area.

An organization in band \_\_ for results items …….

**c. Considering \_\_\_\_\_\_\_\_ key business/organization factors, the most significant strengths found in its response to Results Items are as follows:**

**d . Considering\_\_\_\_\_\_\_ key business/organization factors, the most significant opportunities, vulnerabilities, and/or gaps (related to data, comparisons, and linkages) found in its response to Results Items are as follows:**

**DETAILS OF STRENGTHS AND OPPORTUNITIES FOR IMPROVEMENT**

**Category 1 Leadership**

**1.1 Senior Leadership**

Your score in this Criteria Item for the consensus stage is in the \_\_\_\_\_\_\_\_ percentage range. ( Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**1.2 Governance and Societal Responsibilities**

Your score in this Criteria Item for the consensus stage is in the \_\_\_\_\_\_ percentage range. ( Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

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**Category 2 Strategy**

**2.1 Strategy Development**

Your score in this Criteria Item for the consensus stage is in the \_\_\_\_\_ percentage range. ( Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**2.2 Strategy Implementation**

Your score in this Criteria Item for the consensus stage is in the \_\_\_\_\_\_ percentage range. ( Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**Category 3 Customers**

**3.1 Voice of the Customer**

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**3.2 Customer Engagement**

Your score in this Criteria Item for the consensus stage is in the percentage range. ( Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**Category 4 Measurement, Analysis, and Knowledge Management**

**4.1 Measurement, Analysis, and Improvement of Organizational Performance**

Your score in this Criteria Item for the consensus stage is in the percentage range. ((Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**4.2 Information, and Knowledge Management**

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**Category 5 Workforce**

**5.1 Workforce Environment**

Your score in this Criteria Item for the consensus stage is in the percentage range. ( Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**5.2 Workforce Engagement**

Your score in this Criteria Item for the consensus stage is in the percentage range. ( Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**Category 6 Operations**

**6.1 Work Processes**

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**6.2 Operational Effectiveness**

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Process Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**Category 7 RESULTS**

**7.1 Product and Process Results (***Business) or*

**7.1** **Student Learning and Process Results** (*Education*) or

**7.1 Healthcare and Process Results** (*Healthcare*)

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Results Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**7.2 Customer Results**

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Results Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**7.3 Workforce Results**

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Results Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**7.4 Leadership and Governance Results**

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Results Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**7.5 Financial and Market Results** *(Business & Healthcare) or*

**7.5 Budgetary, Financial and Market Results***(Education)*

Your score in this Criteria Item for the consensus stage is in the percentage range. (Please refer to the scoring guidelines for Results Items.)

STRENGTHS

OPPORTUNITIES FOR IMPROVEMENT

**2018 Baldrige Scoring Band Descriptors**

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| --- | --- | --- |
| **Score** | **Band Number** | **PROCESS Scoring Band Descriptors** |
| 0–150 | 1 | The organization demonstrates early stages of developing and implementing approaches to the basic Criteria requirements, with deployment lagging and inhibiting progress. Improvement efforts are a combination of problem solving and an early general improvement orientation. |
| 151–200 | 2 | The organization demonstrates effective, systematic approaches responsive to the basic requirements of the Criteria, but some areas or work units are in the early stages of deployment. The organization has developed a general improvement orientation that is forward-looking. |
| 201–260 | 3 | The organization demonstrates effective, systematic approaches responsive to the basic requirements of most Criteria items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved. |
| 261–320 | 4 | The organization demonstrates effective, systematic approaches responsive to the overall requirements of the Criteria, but 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. |
| 321–370 | 5 | The organization demonstrates effective, systematic, well-deployed approaches responsive to the overall requirements of 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. |
| 371–430 | 6 | The organization demonstrates refined approaches responsive to the multiple requirements of the Criteria. These approaches are characterized by the use of key measures, good deployment, and evidence of innovation in most areas. Organizational learning, including innovation and sharing of best practices, is a key management tool, and integration of approaches with current and future organizational needs is evident. |
| 431–480 | 7 | The organization demonstrates refined approaches responsive to the multiple requirements of most Criteria items. It also demonstrates innovation, excellent deployment, and good-to-excellent use of measures in most areas. Good-to ­excellent integration is evident, with organizational analysis, learning through innovation, and sharing of best practices as key management strategies. |
| 481–550 | 8 | The organization demonstrates outstanding approaches focused on innovation. 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. |

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| **Band Score** | **Band Number** | **RESULTS Scoring Band Descriptors** |
| 0–125 | 1 | A few results are reported responsive to the basic Criteria requirements, but they generally lack trend and comparative data. |
| 126–170 | 2 | Results are reported for several areas responsive to the basic Criteria requirements 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. |
| 171–210 | 3 | Results address areas of importance to the basic Criteria requirements 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 beneficial trends are evident. |
| 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 requirements and the accomplishment of the organization’s mission. |
| 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 requirements and the accomplishment of the organization’s mission. |
| 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 most areas of importance to the Criteria requirements and the accomplishment of the organization’s mission, and the organization is an industry2 leader in some results areas. |
| 346–390 | 7 | Results address most key customer/stakeholder, market, process, and action plan requirements. Results demonstrate excellent organizational performance levels and some industry2 leadership. Results demonstrate sustained beneficial trends in most areas of importance to the multiple Criteria requirements and the accomplishment of the organization’s mission. |
| 391–450 | 8 | R 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 requirements and the accomplishment of the organization’s mission fully address key customer/stakeholder, market, process, and results. |