MBNQA 2007기준
- 2007 Criteria for Malcom Baldridge National Quality Award -

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Abstract

This study introduces 2007 criteria of Malcom Baldridge National Quality Award (MBNQA) for performance excellence. Baldridge criteria is composed of the seven categories such as leadership, strategic planning, customer and market focus, measurement, analysis, and knowledge management, workforce focus, process management, and results.

Moreover this paper proposes various integrated systems with MBNQA.

Keywords : 2007 Criteria of MBNQA, Performance Excellence, Seven Categories, Integrated Systems

1. Introduction

- The Most Significant Changes : Decreased Criteria
- 2007 Criteria for Performance Excellence : 7 Categories
- Scoring System : Process, Results
- Integrated Systems : BSC etc.

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2. The Most Significant Changes [1]

- The number of Criteria Items has been decreased from 19 to 18
- Category 1, Leadership, now includes a focus on performance measures and their use by senior leaders.
- Category 2, Strategic Planning, has a stronger focus on innovation, strategic advantages, and resource needs to accomplish strategic objectives.
- Category 3, Customer and Market Focus, has a stronger focus on the voice of the customer.
- Category 4, Measurement, Analysis, and Knowledge Management, has a clearer focus on the needs for management of information and information technology.
- Category 5, Workforce Focus, has been redesigned around workforce engagement and the workforce environment.
- Category 6, Process Management, has been redesigned around work systems, core competencies, and work processes.
- Category 7, Results, has been aligned with the changes in categories 1-6 to ensure the measurement of important and appropriate results.
- Seven terms have been added to the glossary of key terms :collaborators, core competencies, work systems, workforce, workforce capability, workforce capacity, and workforce engagement.

3. 2007 Criteria for Performance Excellence [1]

P. Preface : Organizational Profile
P.1 Organizational Description
 : What are your key organizational characteristics?
a. Organizational Environment
b. Organizational Relationships
P.2 Organizational Challenges
 : What are your key organizational challenge?
a. Competitive Environment
b. Strategic Context
c. Performance Improvement System

(1) Leadership
(1.1) Senior Leadership
 : How do your senior leaders lead?

a. Vision and Values

b. Communication and Organizational Performance

(1.2) Governance and Social Responsibilities

: How do you govern and address your social responsibilities?

a. Organizational Governance

b. Legal and Ethical Behavior

c. Support of Key Communities

(2) Strategic Planning

(2.1) Strategy Development

: How do you develop your strategy?

a. Strategy Development Process

b. Strategic Objectives

(2.2) Strategy Deployment

: How do you deploy your strategy?

a. Action Plan Development and Deployment

b. Performance Projection

(3) Customer and Market Focus

(3.1) Customer and Market Knowledge

: How do you obtain and use customer and market knowledge?

a. Customer and Market Knowledge

(3.2) Customer Relationships and Satisfaction

: How do you build relationships and grow customer satisfaction and loyalty?

a. Customer Relationship Building

b. Customer Satisfaction Determination

(4) Measurement, Analysis, and Knowledge Management

(4.1) Measurement, Analysis, and Improvement of Organizational Performance

: How do you measure, analyze, and then improve organizational performance?

a. Performance Measurement

b. Performance Analysis, Review, and Improvement

(4.2) Management of Information, Information Technology, and Knowledge

: How do you manage your information, information technology and organizational knowledge?

a. Management of Information Resources

b. Data, Information, and Knowledge Management

(5) Workforce Focus

(5.1) Workforce Engagement

: How do you engage your workforce to achieve organizational and personal success?

a. Workforce Enrichment

b. Workforce and Leader Development

(5.2) Workforce Environment

: How do you build an effective and supportive workforce environment?

a. Workforce Capability and Capacity

b. Workforce Climate

(6) Process Management

(6.1) Work Systems Design

: How do you design your work systems?

a. Core Competencies

b. Work Process Design

c. Emergency Readiness

(6.2) Work Process Management and Improvement

: How do you manage and improve your key organizational work processes?

a. Work Process Management

b. Work Process Improvement

(7) Results

(7.1) Product and Service Outcomes

: What are your product and service performance results?

a. Product and Service Results

(7.2) Customer-Focused Outcomes

: What are your customer – focused performance results?

a. Customer – Focused Results

(7.3) Financial and Market Outcomes

: What are your financial and marketplace performance results?

a. Financial and Market Results

(7.4) Workforce – Focused Outcomes

: What are your work – forced performance results?

a. Workforce Results

(7.5) Process Effectiveness Outcomes

: What are your process effectiveness results?

a. Process Effectiveness Results

(7.6) Leadership Outcomes
: What are your leadership results?
a. Leadership and Social Responsibility Results

4. Scoring System [1]

4.1 Process

- the methods your organization uses and improves to address the item requirements in categories 1-6.
- the four factors used to evaluate process are Approach, Deployment, Learning, and Integration (ADLI)

4.1.1 Approach
- the methods used to accomplish the process
- the appropriateness of the methods to the item requirements
- the effectiveness of your use of the methods
- the degree to which the approach is repeatable and based on reliable data and information (i.e., systematic)

4.1.2 Deployment
- your approach is applied in addressing item requirements relevant and important to your organization
- your approach is applied consistently
- your approach is used by all appropriate work units

4.1.3 Learning
- refining your approach through cycles of evaluation and improvement
- encouraging breakthrough change to your approach through innovation
- sharing refinements and innovations with other relevant work units and processes in your organization

4.1.4 Integration
- your approach is aligned with your organizational needs identified in the organizational profile and other process items
- your measures, information, and improvement systems are complementary across processes and work units

- your plans, processes, results, anlayses, learning, and actions are harmonized across processes and work units to support organization-wide goals.

4.2 Results

- organization's outputs and outcomes in achieving the requirements in items 7.1-7.6
- your current level of performance
- the rate (i.e., the slope of trend data) and breadth(i.e., the extent of deployment) of your performance improvements
- your performance relative to appropriate comparisons and/or benchmarks
- the linkage of your results measures(often through segmentation)to important customer, product and service, market, process, and action plan performance requirements identified in your organizational profile and in process items

5. Integrated Systems[2]

- BSC(Balanced Score Card)
- EFQM(European Foundation for Quality Management)
- KMS(Knowledge Management System)
_ ISO 9001 : 2000, ISO/TS 16949
- SMS(Sustainability Management System)
- Six Sigma
- Service Profit Chain, SERVQUAL, SERVPERF
- QFD and Kano System

6. Summary

- The Most Significant Changes : Decreased Criteria Items from 19 to 18, Added Seven Terms
- 2007 Baldridge Criteria
- Preface : Organizational Description and Challenges
- Leadership : Senior Leadership, Governance and Social Responsibilities
- Strategic Planning : Development and Deplyoment
- Customer and Market Focus : Knowledge, Relationships and Satisfaction
- Measurement, Analysis, and Knowledge Management : Improvement of Organizational Performance, IT
- Workforce Focus : Engagement, Environment

- Process Management : Work Systems Design and Process Improvement
- Results : Product and Service, Customer-Focus, Financial and Market, Workforce-Focus, Process Effectiveness, Leadership
- Scoring System : Process (Approach, Deployment, Learning, Integration), Results
- Integrated Systems : BSC, EFQM, KMS, SMS, QFD, etc.

7. References

[1] NIST, Criteria for Performance Excellence, Baldridge National Quality Program, 2007.
[2] Niven P.R., Balanced Scorecard Step-By-Step : Maximizing Performance and Maintaining Results, Wiley, 2006.