

System Definitions:

- Leadership System** – How senior leaders guide and sustain the organization, communicate and encourage high performance. How they create the culture that focuses on customers, while motivating the workforce to meet goals. How they role model the values to accomplish the mission and achieve the vision.
- Governance System** – How the organization evaluates and improves the performance of all leadership, including themselves. How leaders create a culture of accountability for actions – including fiscal accountability, transparency of operations, and protection of the interests of all stakeholders.
- Legal Compliance And Ethics System** – How the leaders anticipate and address concerns of the local or wider public, & promote ethical behavior in all interactions, including breaches in legal or ethical conduct.
- Support To Key Communities System** – How the leaders provide community support, including determining groups to support, priorities, and levels of participation.
- Strategy Development System** – How the leaders determine and develop strategic objectives to respond to (external) strategic challenges, including assessment of strengths, weaknesses, opportunities, and threats.
- Strategy Deployment System** – How the strategic objectives are converted into action plans for the short- and longer-term, and consider shifts in products and services, technology, staffing and comparisons with others.
- Customer & Market Knowledge System** – How requirements, expectations, & preferences of customers and other stakeholders are determined and used to develop the fullest potential of the organization.
- Customer Relationship System** – How relationships are developed in order to increase loyalty, gain referrals, and satisfy and retain patients and other stakeholders.
- Complaint Management System** – How complaints and dissatisfaction are managed – including proactive management of services to prevent dissatisfaction, responding to and resolving issues, and aggregating, analyzing, and using complaint data for improvement efforts.
- Customer Satisfaction Determination System** – How satisfaction is assessed, including different methods for different customer groups, and how the information is used to exceed customer expectations in the future.
- Data Selection System** – How data are selected, collected, and used to measure and guide the improvement of organizational performance.
- Comparative Data Selection & Use System** – How comparative and benchmark data are identified and used to support decision-making, drive actions and promote innovation.
- Data Analysis And Use System** – How data are analyzed & used to assess organizational success, competitive performance, and progress relative to strategic objectives and action plans and to prioritize improvements.
- Data Availability System** – How data are made available to those who need it, including in an emergency.
- Organizational Knowledge System** – How knowledge is shared throughout the organization, including among the workforce and with other stakeholder groups, including sharing of best practices.
- Data, Info. & Knowledge Quality System** – How data and information are known to be accurate, reliable, timely, and secure, and either made accessible or kept confidential as appropriate.
- Workforce Enrichment and Engagement System** – How you determine the factors that affect workforce engagement and foster a culture conducive to high performance.
- Workforce Performance System** – How workforce performance is evaluated and managed to support high performance work, with a focus on customers, products and services.
- Workforce And Leadership Development System** – How the learning and development of the workforce and leaders contribute to achievement of organizational action plans and short- and longer-term objectives.
- Hiring And Career Progression System** – How characteristics and skills needed by the workforce are identified, and employees are recruited, hired and retained to represent the diversity of the community.
- Workforce Engagement Assessment System** – Formal and informal methods to determine employee well-being, satisfaction and motivation.
- Workforce Capability and Capacity System** – How employees are motivated to reach their full potential, and set and attain job- and career-development goals, and how the organization assesses their capacity.
- Workforce Work Environment System** – How workplace health, safety, security, and ergonomics are ensured and improved.
- Workforce Benefit System** – How employees are supported through services, benefits, and policies
- Work Process Design System** – How products and services are determined and designed to meet the requirements and expectations of customers and other stakeholders.
- Work Process Management System** – How operation of processes ensure that key requirements are met, including customer and other stakeholder requirements.
- Work Process (Performance) Improvement System** – How processes are improved to reduce variability and improved outcomes, including sharing of lessons learned and best practices.
- Operational Sustainability System** – How adequate resources are kept available to support and sustain the organization.
- Other: **Emergency/Disaster Preparedness System** – How the workplace and workforce are prepared for disasters and emergencies.

My Assessment Of Our Critical Systems

A Personal Worksheet

2007

Critical Systems For Any Organization: <i>(with the associated Baldrige Criteria Item number)</i>	Systems				Aligned Results	Participants Needed
	My Assessment Of Our System (Color Code – Check One)	How Our Leadership Would Assess The System (Color Code – Check One)	Importance - Based on Organization Profile (High, Med, Low)	Difficulty To Turn Green (High, Med, Low)	We Have Data To Measure the System's Performance (Yes, Some, No)	Names of The People Who Need To Be Involved In The Implementation Of This System
1.1 - Leadership System	Don't Know	Don't Know				
1.2 - Governance System	Don't Know	Don't Know				
1.2 - Legal Compliance And Ethics System	Don't Know	Don't Know				
1.2 - Support To Key Communities System	Don't Know	Don't Know				
2.1 - Strategy Development System	Don't Know	Don't Know				
2.2 - Strategy Deployment System	Don't Know	Don't Know				
3.1 – Customer & Market Knowledge System	Don't Know	Don't Know				
3.2 – Customer Relationship System	Don't Know	Don't Know				
3.2 - Complaint Management System	Don't Know	Don't Know				
3.2 – Customer Satisfaction Determination System	Don't Know	Don't Know				
4.1 - Data Selection System	Don't Know	Don't Know				
4.1 - Comparative Data Selection & Use System	Don't Know	Don't Know				
4.1 - Data Analysis And Use System	Don't Know	Don't Know				
4.2 - Data Availability System	Don't Know	Don't Know				
4.2 - Organizational Knowledge System	Don't Know	Don't Know				
4.2 - Data, Information & Knowledge Quality System	Don't Know	Don't Know				
5.1 - Workforce Enrichment and Engagement System	Don't Know	Don't Know				
5.1 - Workforce Performance System	Don't Know	Don't Know				
5.1 – Workforce and Leadership Development System	Don't Know	Don't Know				
5.2 – Hiring and Career Progression System	Don't Know	Don't Know				
5.2 – Workforce Engagement Assessment System	Don't Know	Don't Know				
5.3 – Workforce Capability and Capacity System	Don't Know	Don't Know				
5.2 - Workforce Work Environment System	Don't Know	Don't Know				
5.2 – Workforce Benefits System	Don't Know	Don't Know				
6.1 & 6.2 - Process Design System	Don't Know	Don't Know				
6.1 & 6.2 - Process Management System	Don't Know	Don't Know				
6.1 & 6.2 - Process (Performance) Improvement System	Don't Know	Don't Know				
6.2 - Operational Sustainability System	Don't Know	Don't Know				



Color Code Legend:

Green: System In-place **Yellow:** System Documented But Not Implemented **Orange:** System, But Not Documented **Red:** No System

