

# 말콤 볼드리지 상의 핵심 구조 고찰

## Study of Key Structure of Malcolm Baldrige National Quality Award

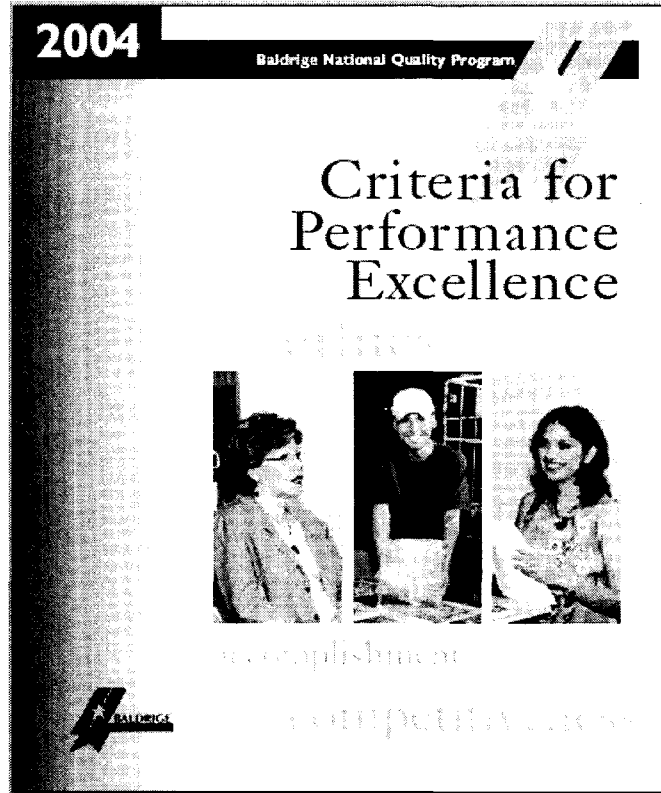
조영선

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이상복

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- Performance Excellence
- Learning
- 2004 Organization Profile
- Scoring System



## Performance Excellence

“The Malcolm Baldrige National Quality Award logo and the phrases “The Quest for Excellence” and “*Performance Excellence*” are trademarks and service marks of the National Institute of Standards and Technology (*page: ii*)

## Criteria Performance Excellence Goals

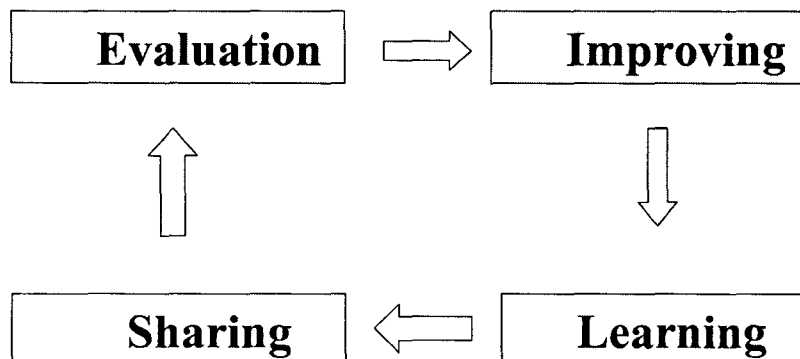
The Criteria are designed to help Organizations use an integrated approach to organizational performance management that results in

- delivery of ever-improving value to customers, contributing to marketplace success
- improvement of overall organizational effectiveness and capabilities
- organizational and personal learning (*page: 1*)

## Learning

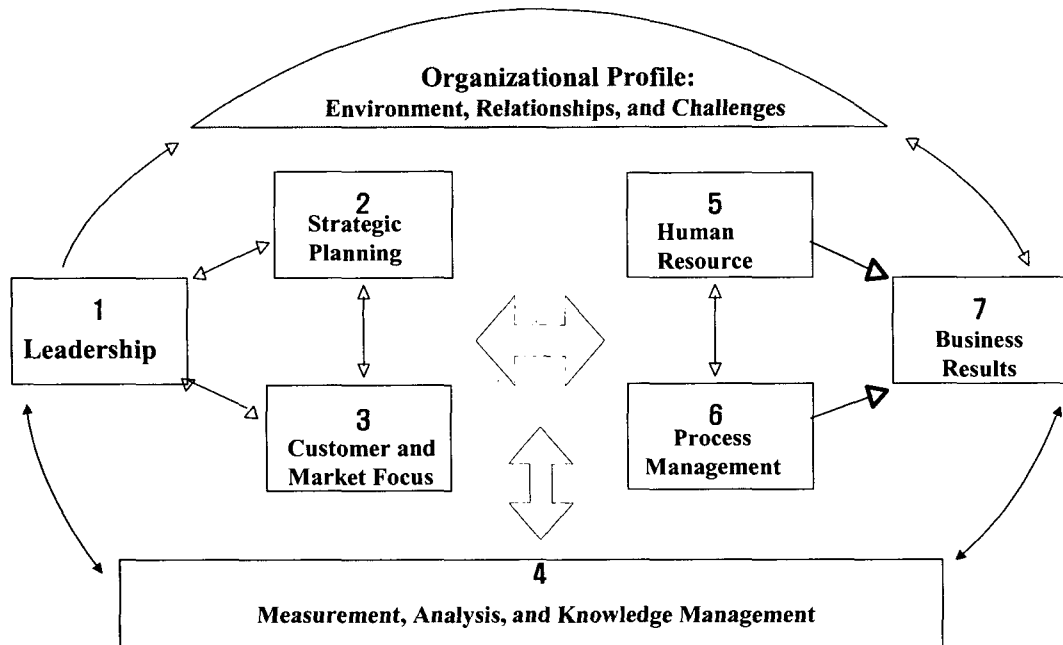
- The term “learning” refers to new knowledge or skills acquired through **evaluation, study, experience, and innovation**. The Baldrige Criteria include two distinct kinds of learning: organizational and personal. **Organizational learning** is achieved through **research and development, evaluation and improvement cycles, employee and customer ideas and input, best practice sharing, and benchmarking**. **Personal learning** is achieved through **education, training, and developmental opportunities** that further individual growth.
- To be effective, learning should be embedded in the way an organization operates. Learning contributes to a competitive advantage for the organization and its employees. For further description of organizational and personal learning, see the related Core Value and Concept on page 2. (page 33)

## Learning





## Baldrige Criteria for Performance Excellence Framework: A Systems Perspective



page 3

### Importance as a Scoring Consideration

- The two evaluation dimensions described previously are critical to evaluation and feedback is the *important* of your reported process and results to your key business factors. The areas of greatest importance should be identified in your Organizational Profile and in Items such as 2.1, 2.2, 3.1, 5.1, and 6.1. Your key customer requirements, competitive environment, key strategic objectives, and action plans are particularly important.

## Scorning System

- **Process:** “Process” refer to the methods your organization uses and improves to address the Item requirements the Categories 1-6. The four factors used to evaluate process are Approach, Deployment, Learning, and Integration (A-D-L-I).

- ✓ **Approach** refers to

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

## Scorning System –continue

- ✓ **Deployment** refers to the *extent* to which

- 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

- ✓ **Learning** refers to

- Refining your approach through cycles of evaluation and improvement
- Encouraging breakthrough change to your approach through innovation
- Sharing of refinements and innovation with other relevant work units and processes in your organization

## Scoring System –continue

✓ **Integration** refers to the *extent* to which

- your approach is aligned with your organization needs identified in other Criteria Item requirements
- your measures, information, and improvement systems are complementary across processes and work units
- your plans, process, results, analysis, learning, and actions are harmonized across processes and work units to support organization-wide goals

SCORE	PROCESS
0% or 5%	<ul style="list-style-type: none"> <li>■ No SYSTEMATIC APPROACH is evident; information is ANECDOTAL. (A)</li> <li>■ Little or no DEPLOYMENT of an APPROACH is evident. (D)</li> <li>■ No evidence of an improvement orientation; improvement is achieved through reacting to problems. (L)</li> <li>■ No organizational ALIGNMENT is evident; individual areas or work units operate independently. (I)</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>■ The beginning of a SYSTEMATIC APPROACH to the BASIC REQUIREMENTS of 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 achieving the BASIC REQUIREMENTS of 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>
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>■ An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the BASIC REQUIREMENTS of 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 early stages of ALIGNMENT with your basic organizational needs identified in response to the other Criteria Categories. (I)</li> </ul>
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> <li>■ An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the OVERALL REQUIREMENTS of 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>■ A fact-based, SYSTEMATIC evaluation and improvement PROCESS and some organizational LEARNING are in place for improving the efficiency and effectiveness of KEY PROCESSES. (L)</li> <li>■ The APPROACH is ALIGNED with your organizational needs identified in response to the other Criteria Categories. (I)</li> </ul>
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> <li>■ An EFFECTIVE, SYSTEMATIC APPROACH, responsive to the MULTIPLE REQUIREMENTS of 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 and organizational LEARNING are KEY management tools; there is clear evidence of refinement and INNOVATION as a result of organizational-level ANALYSIS and sharing. (L)</li> <li>■ The APPROACH is INTEGRATED with your organizational needs identified in response to the other Criteria Items. (I)</li> </ul>
90%, 95%, or 100%	<ul style="list-style-type: none"> <li>■ An EFFECTIVE, SYSTEMATIC APPROACH, fully responsive to the MULTIPLE REQUIREMENTS of 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 and organizational LEARNING are KEY organization-wide tools; refinement and INNOVATION, backed by ANALYSIS and sharing, are evident throughout the organization. (L)</li> <li>■ The APPROACH is well INTEGRATED with your organizational needs identified in response to the other Criteria Items. (I)</li> </ul>

## Scoring System

- **Results:** “Results” refer to your organization’s *outputs and outcomes* in achieving the requirements in Items 7.1-7.6. The four factor used to evaluate results are
  - ✓ your current level of performance
  - ✓ Rate (i.e., slope of trend data) and breadth (i.e., how widely deployed and shared) of your performance improvements
  - ✓ Your performance relative to appropriate comparisons and/or benchmarks
  - ✓ 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

SCORE	RESULTS
0% or 5%	<ul style="list-style-type: none"> <li>■ There are no business RESULTS or poor RESULTS in areas reported.</li> <li>■ TREND data are either not reported or show mainly adverse TRENDS.</li> <li>■ Comparative information is not reported.</li> <li>■ RESULTS are not reported for any areas of importance to your organization's KEY business requirements.</li> </ul>
10%, 15%, 20%, or 25%	<ul style="list-style-type: none"> <li>■ A few business RESULTS are reported; there are some improvements and/or early good PERFORMANCE LEVELS in a few areas.</li> <li>■ Little or no TREND data are reported.</li> <li>■ Little or no comparative information is reported.</li> <li>■ RESULTS are reported for a few areas of importance to your organization's KEY business requirements.</li> </ul>
30%, 35%, 40%, or 45%	<ul style="list-style-type: none"> <li>■ Improvements and/or good PERFORMANCE LEVELS are reported in many areas addressed in the Item requirements.</li> <li>■ Early stages of developing TRENDS are evident.</li> <li>■ Early stages of obtaining comparative information are evident.</li> <li>■ RESULTS are reported for many areas of importance to your organization's KEY business requirements.</li> </ul>
50%, 55%, 60%, or 65%	<ul style="list-style-type: none"> <li>■ Improvement TRENDS and/or good PERFORMANCE LEVELS are reported for most areas addressed in the Item requirements.</li> <li>■ No pattern of adverse TRENDS and no poor PERFORMANCE LEVELS are evident in areas of importance to your organization's KEY business requirements.</li> <li>■ Some TRENDS and/or current PERFORMANCE LEVELS—evaluated against relevant comparisons and/or BENCHMARKS—show areas of good to very good relative PERFORMANCE.</li> <li>■ Business RESULTS address most KEY CUSTOMER, market, and PROCESS requirements.</li> </ul>
70%, 75%, 80%, or 85%	<ul style="list-style-type: none"> <li>■ Current PERFORMANCE is good to excellent in most areas of importance to the Item requirements.</li> <li>■ Most improvement TRENDS and/or current PERFORMANCE LEVELS are sustained.</li> <li>■ Many to most reported TRENDS and/or current PERFORMANCE LEVELS—evaluated against relevant comparisons and/or BENCHMARKS—show areas of leadership and very good relative PERFORMANCE.</li> <li>■ Business RESULTS address most KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements.</li> </ul>
90%, 95%, or 100%	<ul style="list-style-type: none"> <li>■ Current PERFORMANCE is excellent in most areas of importance to the Item requirements.</li> <li>■ Excellent improvement TRENDS and/or sustained excellent PERFORMANCE LEVELS are reported in most areas.</li> <li>■ Evidence of industry and BENCHMARK leadership is demonstrated in many areas.</li> <li>■ Business RESULTS fully address KEY CUSTOMER, market, PROCESS, and ACTION PLAN requirements.</li> </ul>