

Baldrige Express

Performance Indicator Feedback Report

2016 Sample Company



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Demographics

The Demographic Section is designed to provide the organization with an overall response rate relative to the total number of respondents and their percentage weight for each demographic category they have chosen.

Survey Demographics

SURVEYS DISTRIBUTED	50
SURVEYS RETURNED	49
PERCENT RESPONDING	98%

Organization Demographics

Demographic	Number Responded	Response as % of Total
Position		
Management	17	34.7
Non-Management	18	36.7
Shop	14	28.6
Total	49	100 %

Summary Results

Overall Question Level Priority Analysis

Question Maturity vs Priority for Improvement (Normalized across Categories 1-6)



Top Priority Opportunities and Strengths

Top 5 Opportunities for Improvement

- 1D Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
- 4G Ensuring Needed Data are Available to Workers and Appropriate Suppliers, Partners, and Customers to Enhance Communications and Improve Decision-Making; and Ensuring Hardware and Software are Reliable, User Friendly, and Available in an Emergency [Baldrige ref: 4.2b(2,3&4)]
- 1C Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Future Leaders [Baldrige ref: 1.1a(3) and (4)]
- 2D Developing and Implementing Action Plans and Aligning Resources to Support Them [Baldrige ref: 2.2a(1,2,3&4)]
- 5D Providing a Performance Management System that Supports High Performance Work and Workforce Engagement [Baldrige ref: 5.2a(3)]

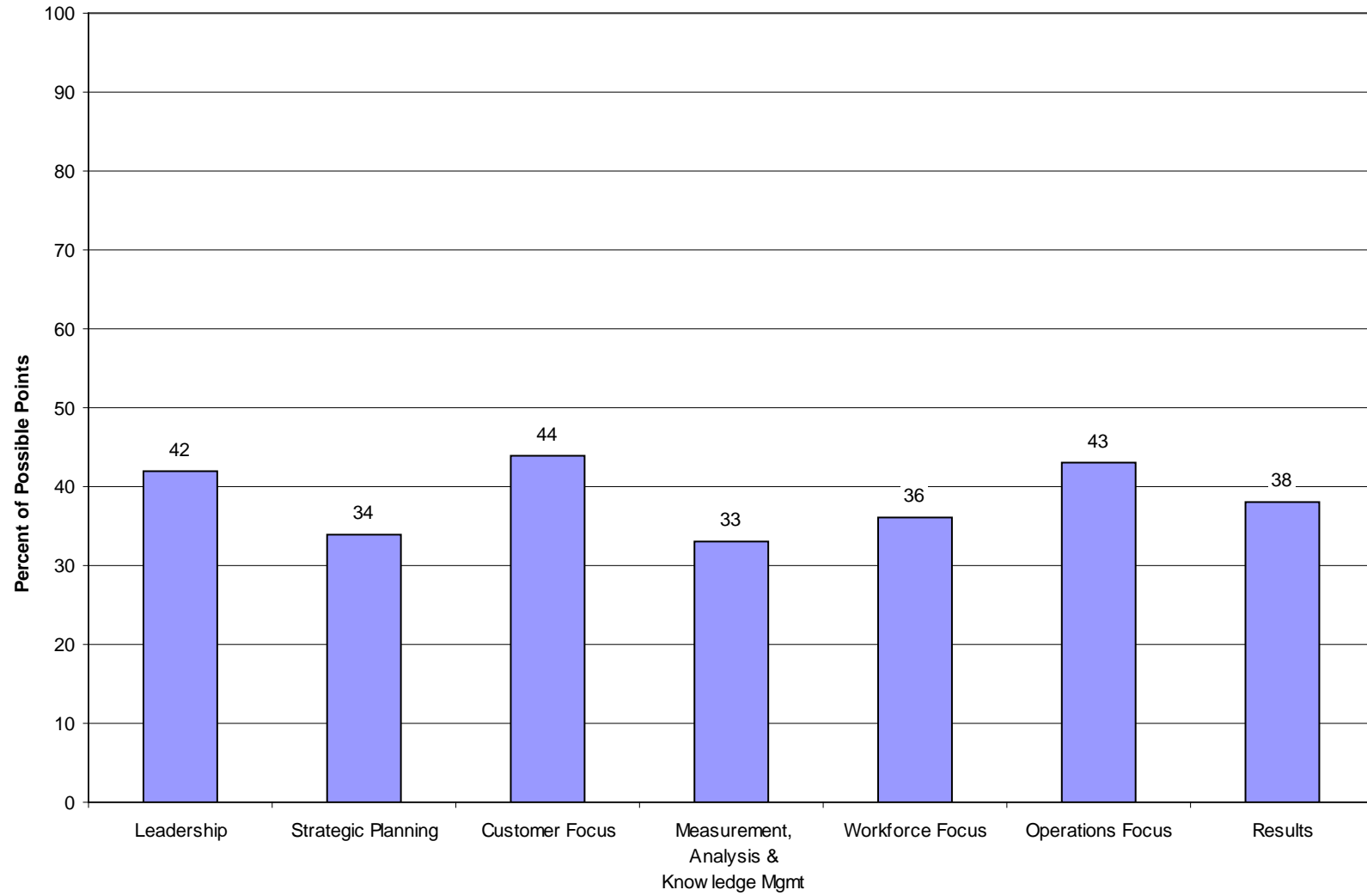
Top 5 Strengths

- 5B Providing Benefits and Services and Creating a Healthy, Accessible, and Secure Work Environment [Baldrige ref: 5.1b(1&2)]
- 3E Building Better Customer Relationships and Contributing to Customer Engagement [Baldrige ref: 3.2b(1)]
- 4C Analyzing Data to Support Organizational Performance Review and Strategic Planning [Baldrige ref: 4.1b(1)]
- 6F Providing a Safe Workplace and Preparing for Emergencies and Disasters [Baldrige ref: 6.2c]
- 1F Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]

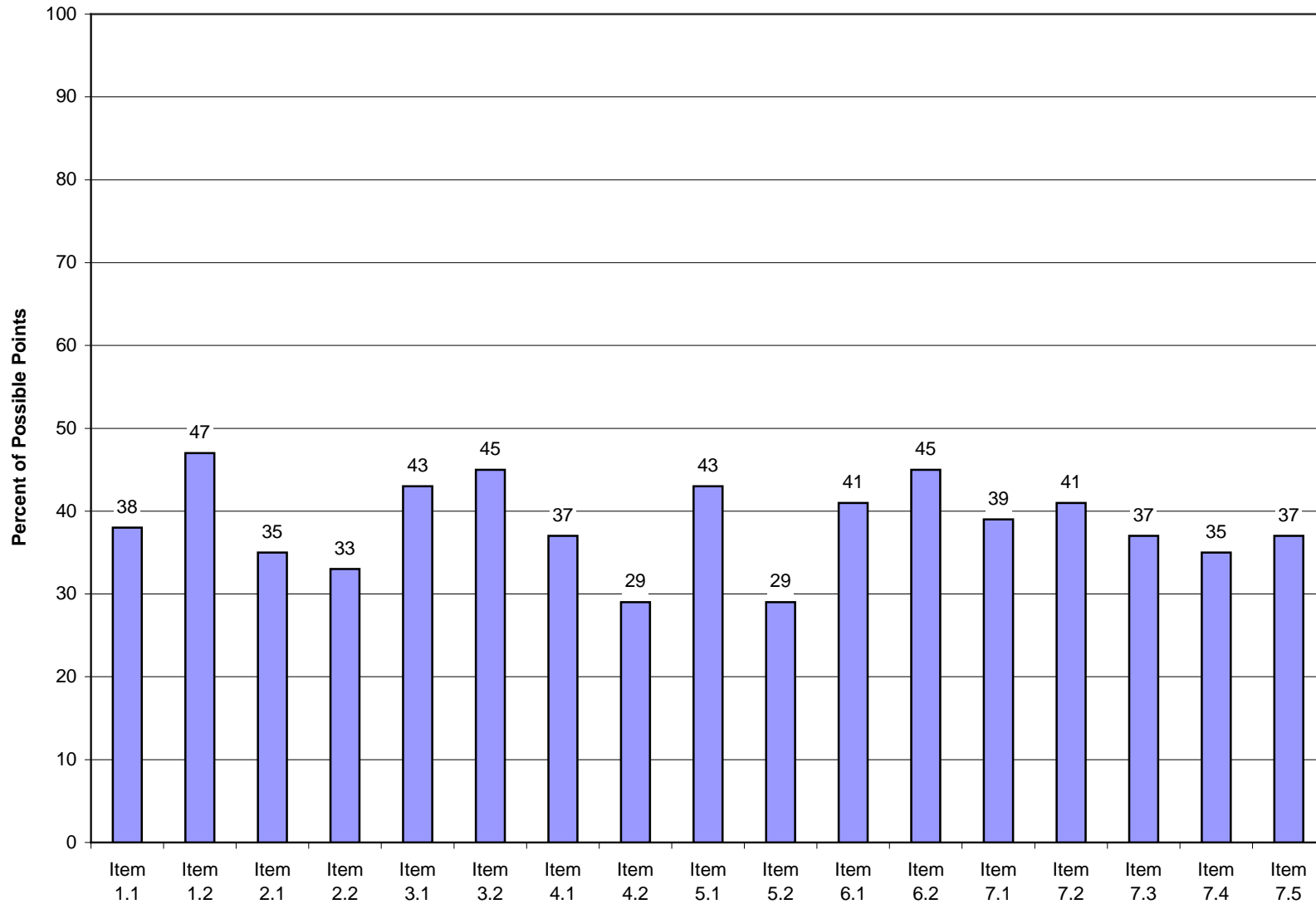
Overall Category-Level Totals

Categories	Total Points	Points Scored	% of Total Pts.
1. Leadership	120	50	42
2. Strategic Planning	85	29	34
3. Customer Focus	85	37	44
4. Measurement, Analysis & Knowledge Mgmt	90	30	33
5. Workforce Focus	85	30	36
6. Operations Focus	85	36	43
7. Results	450	170	38
Totals	1000	382	38%

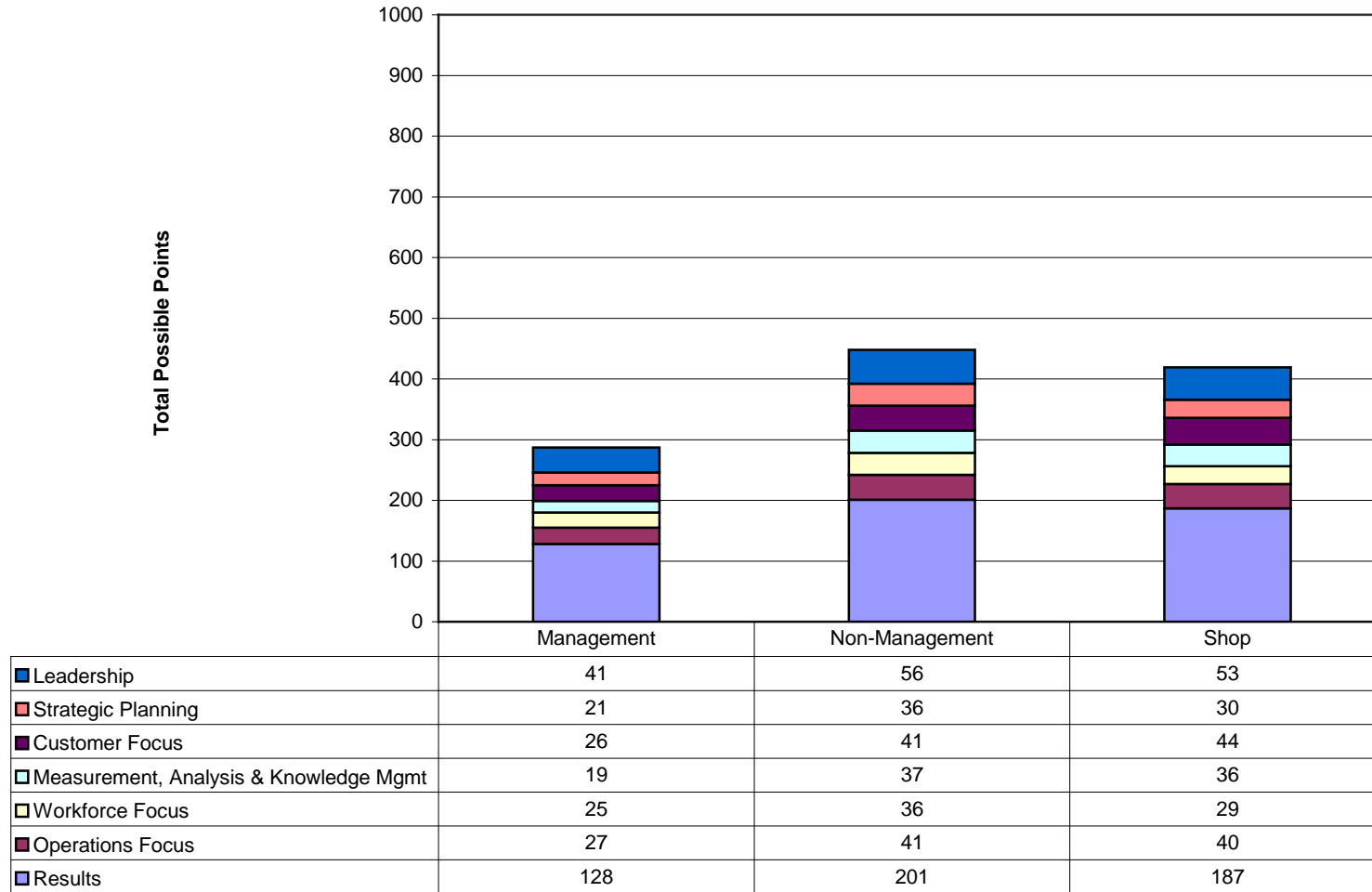
Overall Category Level Percent Scores



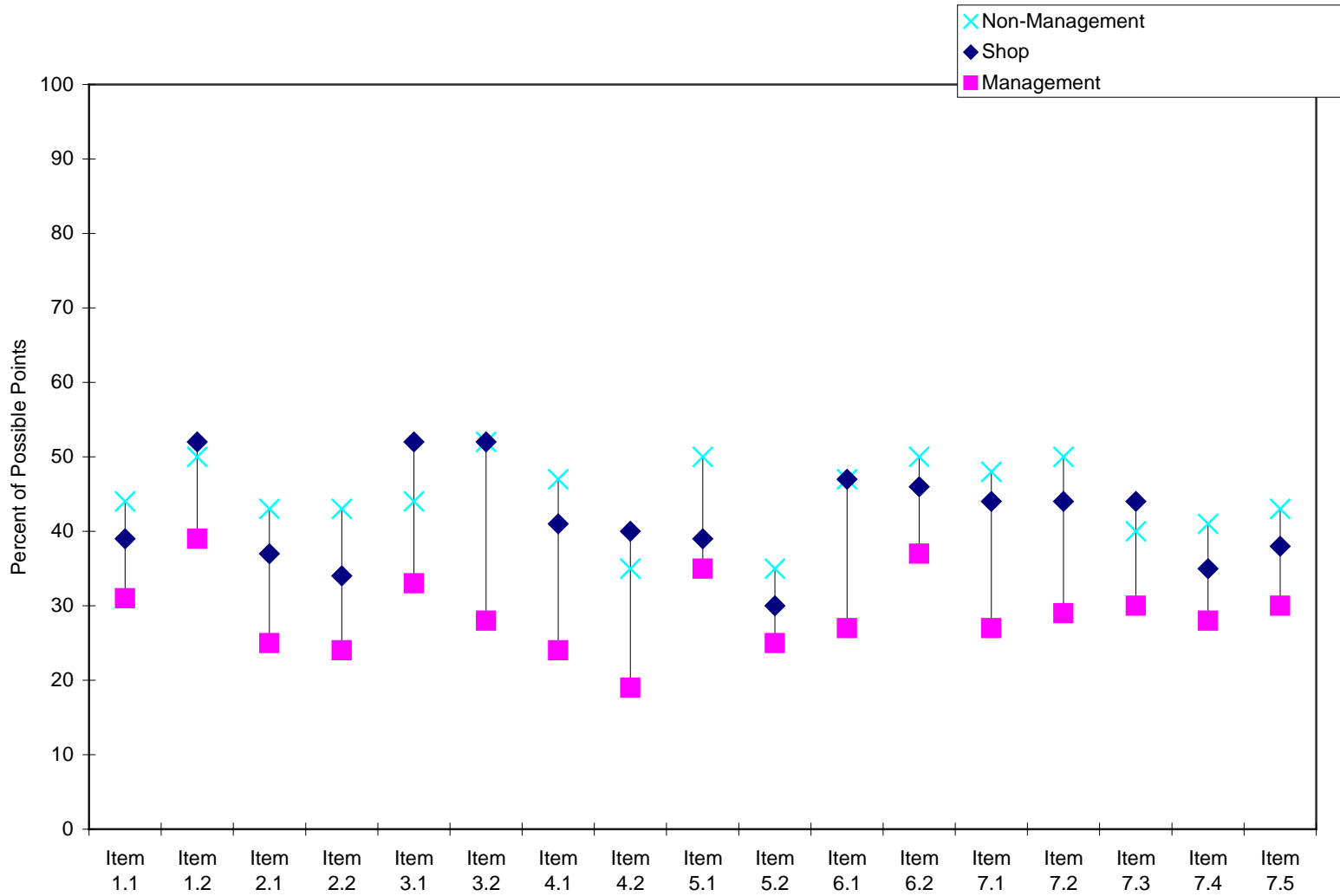
Overall Item Level Percent Scores



Category Level Point Scores - Position

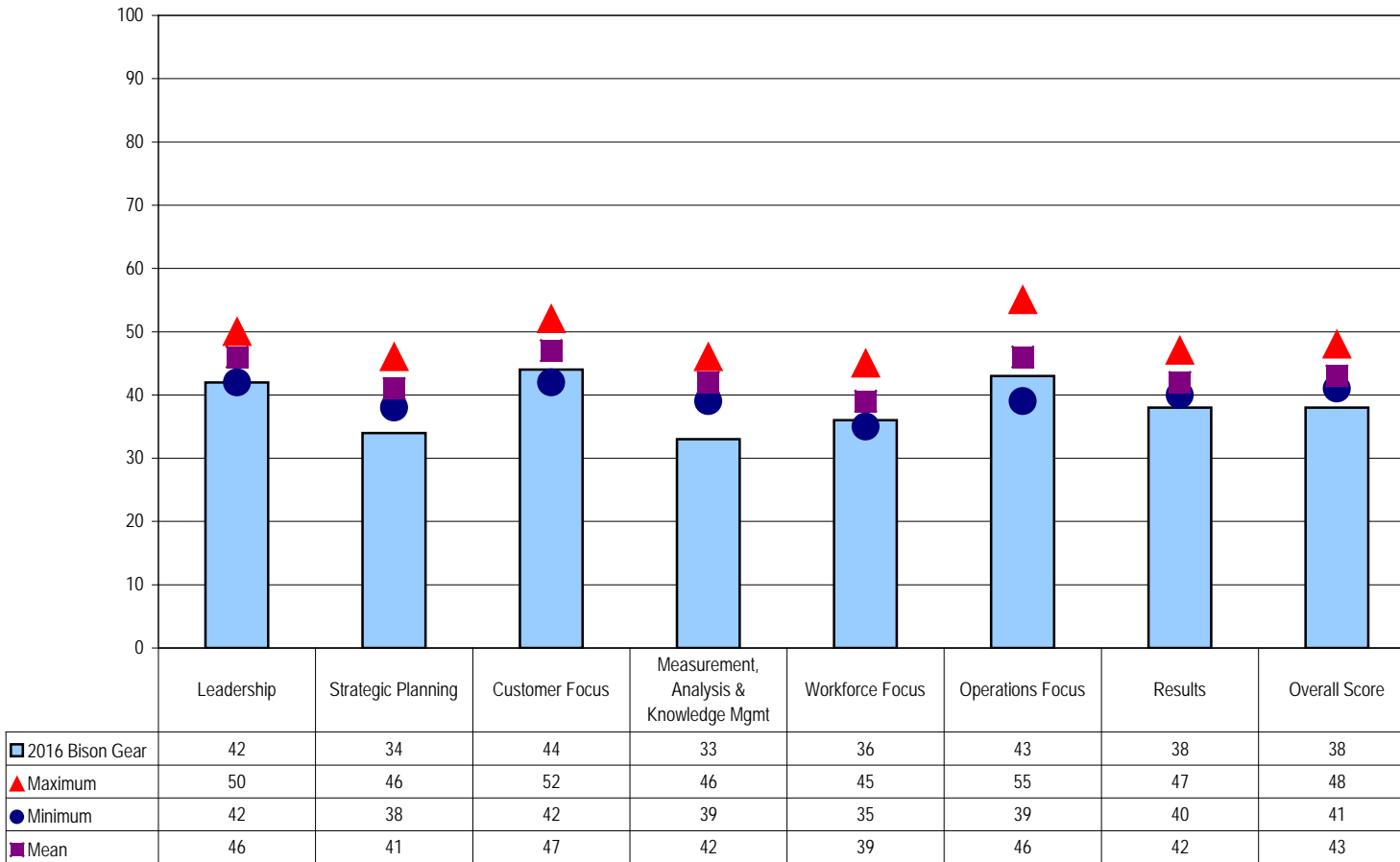


Item Level Point Scores - Position

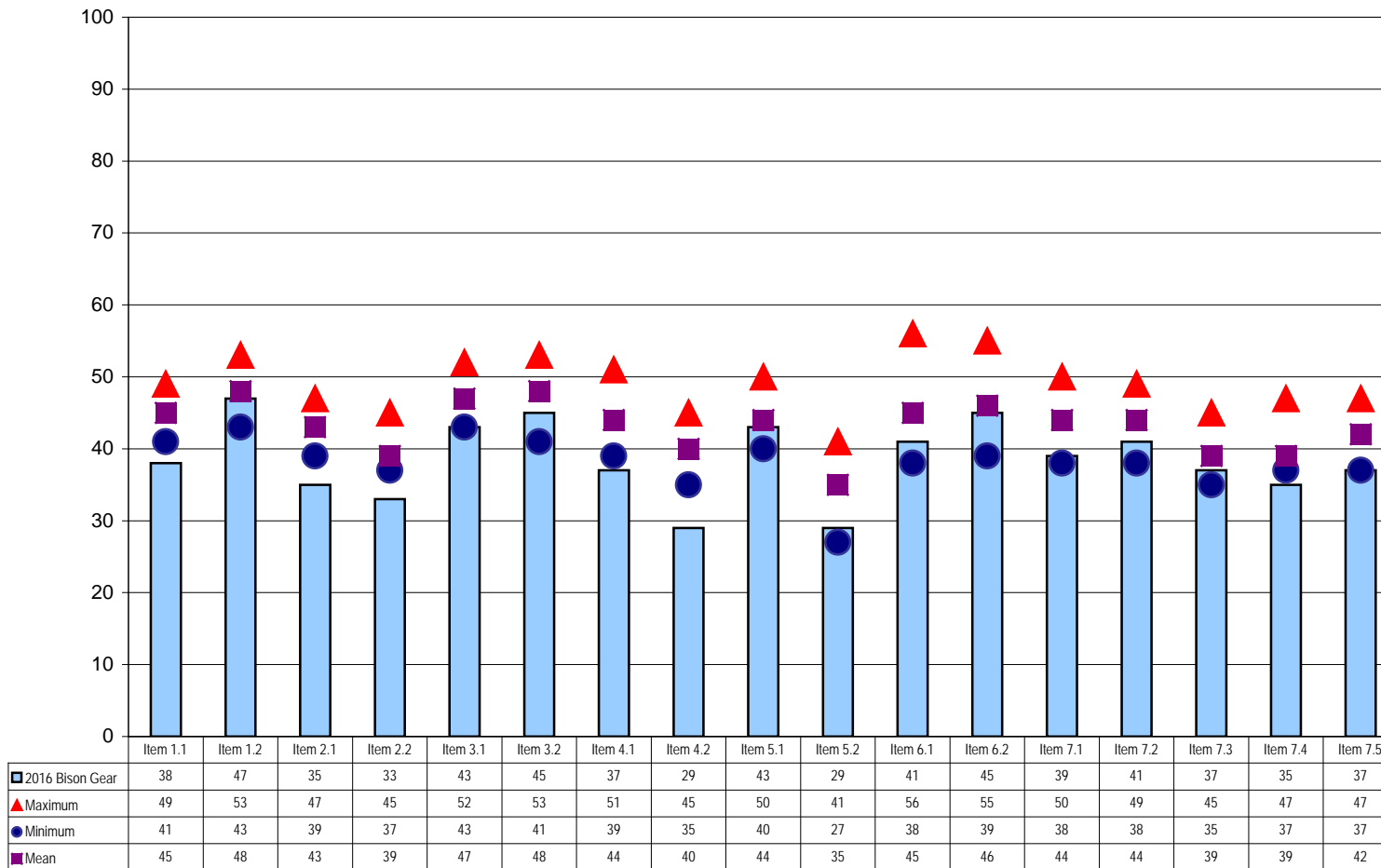


Benchmark Reports

2016 Bison Gear Benchmark - Category Level



2016 Bison Gear Benchmark - Item Level



Category 1 - Leadership

Overall Question Scores and Current-State Descriptors

%	Question	Description
%	1A	Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
38	Current	Basically Effective - Some senior leaders effectively lead the organization. They help focus some workers on priorities. Senior leader guidance is used in many parts of the organization and is understood by many managers and some workers. Senior leaders are starting to ask for feedback to see if their leadership is effective or their guidance is understood but do not use the data to improve.
	Next Level	Mature - Many senior leaders' actions effectively guide and direct the organization. They focus many workers on operational and improvement priorities. The personal actions of senior leaders usually follow organizational values and vision. Senior leaders sometimes ask for and get feedback to see if their guidance and direction are understood in many parts of the organization. Senior leaders may have made improvements or changes to how they guide the organization as a result of the feedback.
	Role Model	Nearly all senior leaders provide clear direction throughout the organization. Nearly all senior leaders pass on the vision, values, and direction to nearly all workers at all levels of the organization and to appropriate suppliers, partners, and customers. Senior leaders lead by example and nearly always follow the organization's values. Leaders regularly ask for and get feedback from workers at all levels to see if they understand the vision, values, and direction of the organization. Leaders consistently make improvements or changes to how they guide the organization as a result of the feedback. Leaders have developed creative (innovative) approaches in these areas, (i.e., creative ways to pass on the vision/values). They make sure these best practices are shared across the organization.
%	1B	Senior Leaders Promoting Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
48	Current	Mature - We receive clear guidance from many senior leaders on the importance of everyone following laws, regulations, and ethical practices. Senior leaders sometimes check the effectiveness of these efforts and may make changes to prevent more ethical problems.
	Next Level	Advanced - Most senior leaders provide clear direction throughout the organization on the importance of following laws, regulations, and ethical practices, so that most workers follow most of the organization's legal and ethical codes of conduct. Most senior leaders work to prevent bad conduct, rather than wait for problems to occur. They regularly check to make sure workers are following the rules. Senior leaders sometimes make improvements in processes to promote lawful and ethical behavior. Some sharing of effective practices takes place within the organization.
	Role Model	Nearly all senior leaders provide clear direction throughout the organization of the importance of following laws, regulations, and ethical practices, so that nearly all workers follow nearly all legal and ethical codes of conduct in place within the organization. Their actions show a commitment to legal and ethical behavior. Nearly all senior leaders work to prevent bad conduct, rather than wait for problems to occur. Leaders regularly check compliance and make ongoing improvements to achieve better compliance. Nearly all leaders have developed creative (innovative) approaches to ensure workers follow legal and ethical codes of conduct. Leaders regularly share these ideas and best practices across the organization.

%	Question	Description
%	1C	Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Future Leaders [Baldrige ref: 1.1a(3) and (4)]
33	Current	Basically Effective - Some senior leaders provide effective guidance regarding the need to sustain success, but it is understood only by some top level workers. Senior leaders are starting to check the effectiveness of these efforts but do not use the data to improve.
	Next Level	Mature - Many senior leaders have effective processes in place to sustain organizational success, customer engagement, and innovation in many areas. The work to sustain the organization is in line with strategic objectives and action plans. Senior leaders sometimes check to see if their efforts in these areas are effective. As a result, senior leaders may have made some changes.
	Role Model	Nearly all senior leaders have put in place effective processes to sustain organizational success. They have created an environment of performance improvement, innovation (creativity), intelligent risk taking, organizational learning to achieve mission and strategic objectives, prepare for future challenges, and create a consistently positive customer experience. Within their areas of responsibility, nearly all leaders have improved their ability to implement rapid change by reducing “red tape” and encouraging workers to take action and make work-related decisions. Nearly all senior leaders help to develop future leaders and enhance their personal leadership skills. As a result, leaders make ongoing meaningful improvements or changes in these areas. Nearly all senior leaders have developed creative (innovative) approaches in these areas and share best practices across the organization.
%	1D	Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
32	Current	Basically Effective - Some senior leaders provide effective guidance to focus work on key priorities. Senior leaders are starting to check the effectiveness of these efforts but do not use the data to improve.
	Next Level	Mature - Many senior leaders effectively communicate with many workers and customers, encourage customer engagement, and encourage high performance by their actions, not just words. Senior leaders sometimes check to see if their efforts in these areas are effective and may make some changes as a result. The focus on high performance is aligned with strategic objectives and action plans effectual for future success.
	Role Model	Senior leaders effectively communicate with, empower, and motivate nearly all workers to do their utmost for the success of the organization and with key customers, to include the effective use of social media. Nearly all senior leaders make sure that open, honest, two-way communication occurs throughout the organization. Nearly all senior leaders actively participate in reward and recognition programs that recognize workers for meeting high performance objectives, action plans, and customer needs. Nearly all senior leaders inspire action to take intelligent risk to achieve the organization’s objectives, improve performance, and create value for customers and other stakeholders. Senior leaders almost always check to see how well they communicate with workers and encourage high performance. They usually make ongoing improvements based on this information. Senior leaders have developed creative (innovative) approaches in these areas. Leaders almost always make sure that good ideas and practices are shared across the organization.

%	Question	Description
%	1E	Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
38	Current	Basically Effective - The organization has basic systems in place to govern effectively (i.e., leaders are generally held accountable for fraud, waste, or abuse violations). The organization is starting to gather data on the effectiveness of these systems, but does not use the data to improve.
	Next Level	Mature - The organization has well-deployed processes in place to govern effectively (i.e., leaders are consistently held accountable for fraud, waste, or abuse violations). The organization sometimes checks the effectiveness of these processes. Leaders may have made some changes as a result of feedback from inspections and/or audits.
	Role Model	The organization has effective, fully deployed processes in place to ensure accountability for management actions, fiscal accountability, transparency in operations and conflict of interest disclosure policies for senior leaders, and protection of stakeholder interests. Internal control checklists and effective independent inspections and/or audits are widely used to protect against fraud, waste, and abuse. Nearly all leaders receive performance evaluations (which may include feedback from peers and workers) to compare leader performance against the organization's goals, strategic objectives, action plans, and other priorities. Most senior leaders, managers, and supervisors throughout the organization use this information to help determine their compensation, develop their skills and improve their personal effectiveness and/or the organization's leadership system. Ongoing improvements are made to these processes as a result of this information. Innovative (creative) processes are routinely developed and shared across the organization.
%	1F	Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
50	Current	Mature - The organization has effective processes in place to address some of its responsibilities to the public (such as meeting legal and regulatory requirements and addressing the public's concerns with its products, services, operations, conserving natural resources, and managing its supply chain). Sometimes the organization checks if these processes are meeting its public responsibilities and may make some changes as a result.
	Next Level	Advanced - The organization has effective processes in place to fully meet national and state laws and regulations and even exceed some requirements. The approaches used are consistent with organization mission and legal requirements. The organization has effective processes in place to conserve natural resources, manage its supply chain, and ensure that most of its current and future products, services, facilities, operations, conservation of natural resources and supply chain management are likely to affect the public. The organization usually takes steps to reduce or eliminate potential risks to the public. The organization regularly evaluates how well these processes are meeting laws and regulations. Based on these evaluations, the organization sometimes makes new and meaningful improvements. Some sharing of effective practices takes place within the organization.

Role Model The organization has effective processes in place to fully meet national and state laws and regulations and even exceed many requirements. The approaches used are consistent with organization needs, legal requirements, mission, and strategic objectives and action plans. The organization has effective processes in place to conserve natural resources, manage its supply chain, and ensure that nearly all of its current and future products, services, facilities, operations, conservation of natural resources and supply chain management are likely to affect the public. The organization nearly always anticipates problems in this area and takes steps to reduce or eliminate potential risks to the public. The organization evaluates how well its efforts in the areas above are meeting laws and regulations. Based on these evaluations, the organization has made ongoing improvements. Some creative (innovative) improvements have been made; best practices are shared across the organization.

%	Question	Description
%	1G	Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]
47	Current	Mature - Policies and practices across many parts of the organization are in place to make sure that leaders and workers do the right thing (behave ethically) most of the time. Useful and systematic action is taken to check ethical behavior and ensure ethical policies and practices are followed in many parts of the organization. The organization sometimes gathers data on these policies and practices to see if they increase ethical behavior. The organization may have made some changes as a result of this information. Ethical policies and practices support the organization's values and mission.
	Next Level	Advanced - Policies and practices support desired ethical behavior across most parts of the organization. This includes the behavior of senior leaders, partners, and customers. Ethical policies and practices are consistent with the organization's values, mission, and legal requirements. When bad behavior (an ethics violation) occurs, it is addressed in most parts of the organization. The organization regularly checks to see if policies and practices to promote ethical behavior are followed. The organization sometimes improves based on this information. Some sharing of best practices takes place within the organization.
	Role Model	Policies and practices support desired ethical behavior across nearly all parts of the organization. This includes the behavior of senior leaders, partners, and customers. Ethical policies and practices are consistent with the organization's values, mission, legal requirements, strategic objectives, and action plans. When bad behavior (a violation) occurs, it is quickly and properly addressed throughout the organization. The organization regularly checks to see if its policies and practices help promote ethical behavior. The organization makes meaningful and ongoing improvements to its policies and practices based on this information. The organization has developed creative (innovative) approaches for ensuring ethical behavior and shares best practices across the organization.
%	1H	Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]
50	Current	Mature - The organization provides support to key community groups by involving workers and leaders. The organization has identified some areas of emphasis to support. The organization sometimes checks to see if these programs/ activities meet the needs of the community and the organization. As a result, the organization has made some process improvements.
	Next Level	Advanced - The organization considers societal well-being and benefit as part of its strategy and daily operations and provides support - consistent with organizational values, mission, and legal requirements - to leverage its core competencies and help strengthen key community groups. The organization involves and supports workers and leaders in this effort through planned and structured activities/ programs that contribute to the community. The organization regularly checks to see how well these activities/programs support the needs of the community and the organization. As result, the organization sometimes makes improvements. Some sharing of good practices takes place within the organization.
	Role Model	The organization is a community role model and considers societal well-being and benefit as part of its strategy and daily operations. Leaders and workers leverage its core competencies to support the well-being of environmental, social, and economic systems consistent with organizational values, mission, and legal requirements. Support to key communities and groups is well planned and structured. The organization has identified many key areas of emphasis to support. The organization regularly checks the effectiveness of its community support processes and makes ongoing improvements. The organization has developed innovative (creative) approaches to community support and shares best practices across the organization. The approaches used are consistent with organization values, mission, strategic objectives, and action plans.

Question Level Scores - Leadership

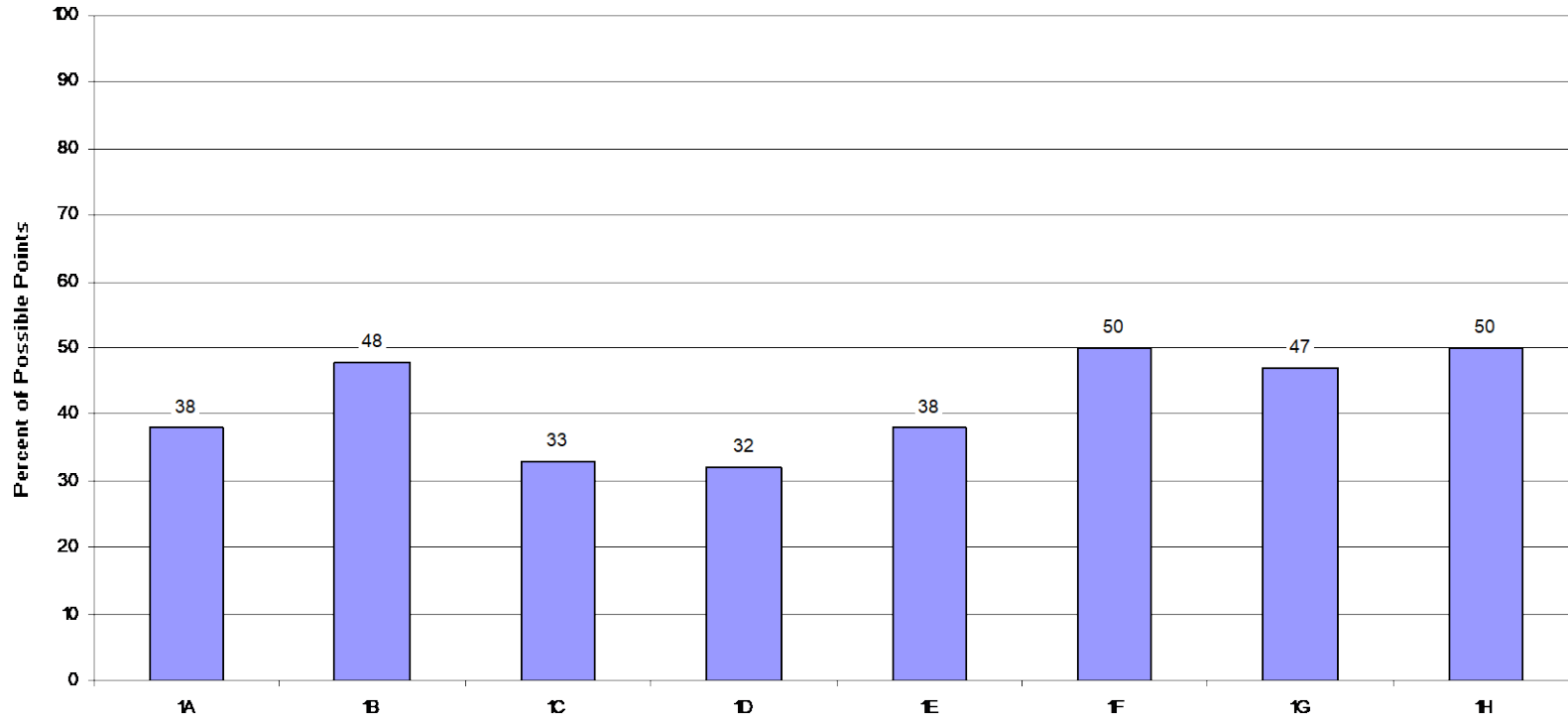


Chart Legend Key	
1A	Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
1B	Senior Leaders Promoting Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
1C	Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Future Leaders [Baldrige ref: 1.1a(3) and (4)]
1D	Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
1E	Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
1F	Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
1G	Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]
1H	Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

Category 1 - Leadership - Areas Most Needing Improvement - Pareto Chart

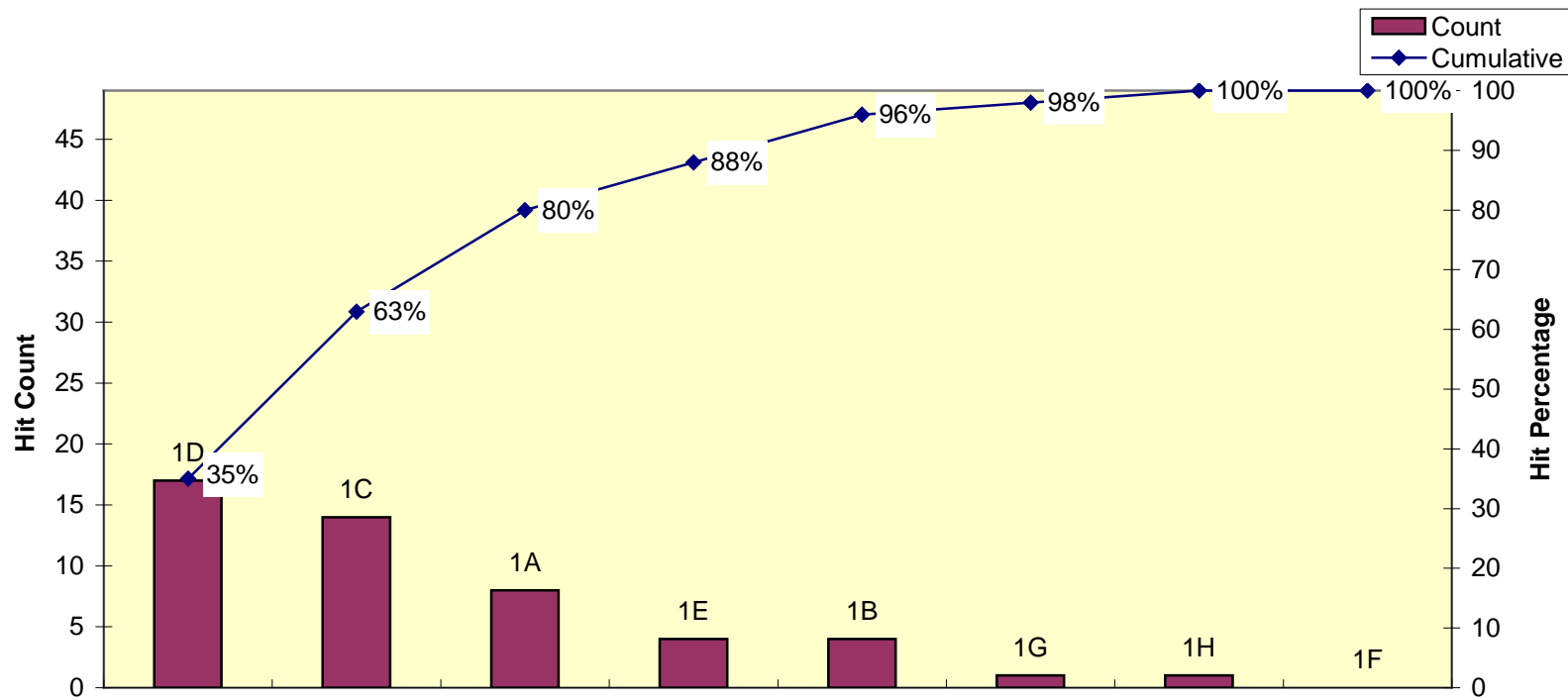


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1E	Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
1F	Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
1G	Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]
1H	Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

Category 1 - Leadership - Priority Improvement Counts and Percentages - Position

	Count									Total	Percentage						
	1D	1C	1A	1B	1E	1G	1H	1F	1D		1C	1A	1B	1E	1G	1H	1F
Management	7	5	4	0	1	0	0	0	17	41	29	24	0	6	0	0	0
Non-Management	7	5	2	1	2	0	1	0	18	39	28	11	6	11	0	6	0
Shop	3	4	2	3	1	1	0	0	14	21	29	14	21	7	7	0	0
All	17	14	8	4	4	1	1	0	49	35	29	16	8	8	2	2	0

Chart Legend Key	
1A	Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]
1B	Senior Leaders Promoting Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]
1C	Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Future Leaders [Baldrige ref: 1.1a(3) and (4)]
1D	Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]
1E	Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]
1F	Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]
1G	Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]
1H	Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

Question-Level Comments by Position

1A Setting and Deploying Organizational Vision and Values [Baldrige ref: 1.1a(1)]

What guidance have senior leaders put in place within your organization? How have they done this? Provide examples on how the personal actions of top leaders reflect or do not reflect the organization's vision and values? What creative ideas have senior leaders used to ensure guidance is passed on and understood by workers throughout the organization? What best practices have been shared throughout the organization?

Non-Management

Process Comment: The overlying vision is communicated to the entire company at plant wide meetings.

Action Steps to Improve: The details of how the top level vision is not as well communicated as I would desire it to be.

Action Steps to Improve: THEY NEED FOLLOW THE UNION RULES

Shop

Process Comment: I feel that this is done at a monthly plantwide. We do enough talking and fix some of the problems. but just like a heavy storm it dies down with time.

Action Steps to Improve: Establish a better way to communicate across the board and find a way to keep going. not letting off the gas.

1B Senior Leaders Promoting Legal and Ethical Behavior [Baldrige ref: 1.1a(2)]

Describe how your top leaders encourage you to follow laws, regulations, and ethical behavior across the organization. What creative ideas or processes do leaders use to promote lawful and ethical conduct? What best practices in this area have been shared throughout the organization?

Non-Management

Process Comment: Senior leaders do not follow ethical behavior to the staff.

Shop

Process Comment: company have rules but employees not follow, because they are too friendly to tell them this only happen on second shift

Action Steps to Improve: need to improve on all rules for shop employee are following the same no matter what shift your on no favorable people or what race you are

Process Comment: They have daily meetings with the staff members

Action Steps to Improve: Be more strict with the rules

Process Comment: .

1C Creating a Sustainable Organization Through Innovation, Learning, Organizational Agility, and Developing Future Leaders [Baldrige ref: 1.1a(3) and (4)]

Describe how your senior leaders actions promote performance improvement, creativity, intelligent risk taking, organizational and employee learning, and rapid change to meet current organizational needs and to prepare the organization to sustain success in the future. How do senior leaders support the development of future leaders? What creative (innovations) changes have been made within your organization? What best practices have been shared within the organization?

Management

Process Comment: Need to do a better job developing future leaders in the factory.

Process Comment: GEAR program, BIRF system, Customer Satisfaction Alerts, Customer scorecard, value-stream mapping identifying non-value added activities

Action Steps to Improve: Include hourly employees on visits to customers. For select work orders have a discussion of the customer and the application that the gearmotor is used in along with pertinent customer information.

Process Comment: Training is made available for those who can prove that the course relative and beneficial to growth within the position. When a person excels in their position, Bison may suggest growth within the company.

Action Steps to Improve: Instead of a specific individual requesting training of a particular sort, it would be wise for trainings to be suggested regularly between different departments. Or if note offered, asked what type of training would be helpful in each department to help everyone grow in their role.

Non-Management

Process Comment: Senior leadership is constrained because of the overall size of the organization. There are only so many positions available for advancement. If you perform well in your current job and you have the necessary skill sets then you could be promoted when a new position becomes available.

Action Steps to Improve: An emphasis on continued learning throughout the organization and not just in the engineering department. The engineers are constantly pushed to obtain certificates and attend trainings to improve skill sets. The other functions within the organization are typically not directed in such a fashion.

Process Comment: sometimes I feel communication is poor, and understanding of customer needs are not everyone's main objective. I often wished I knew more.

Action Steps to Improve: more communication with every level. training for every level

Process Comment: Training programs are available and encouraged. Select employees are chosen for special projects which further their skills and value to Bison. When courses are completed the employee is recognized at a Plant wide Meeting, so others are also aware of what is available. Recognition of employees who find solutions to manufacturing problems.

Action Steps to Improve: More frequent mention at Plant wide of available training. Continue to emphasize at company meetings that every employee is empowered to affect our success as a company

Process Comment: Bison communicates with employees with plant wide hearings. This encourages two way communication. The payments for good ideas encourages individuals to look for ways to improve conditions at Bison. Employees are encouraged to find ways to improve their areas, and keep employees safe. In general employees are well informed about issues at Bison and about our customers.

Action Steps to Improve: A mentoring program might be one way to develop future leaders.

Shop

Process Comment: They are great at employee empowerment, but allow employees to over ride their supervisor.

Action Steps to Improve: Senior Supervisors need to back their line supervisors on company rules that employees may not like. If employees are allowed to go over management there's no leadership.

Process Comment: there is no real accountability ever one seems to think the other person will be the responsible. people don't step up to take on new responsibilities

Action Steps to Improve: monitor the shop floor more closely and reward those who go the extra mile with recognition

Process Comment: help people get better education giving us the chance to take classes.

1D Effectively Communicating, Engaging, and Encouraging Workers to Take Action to Improve Performance and Create Customer Value [Baldrige ref: 1.1b(1&2)]

How do senior leaders communicate with workers in your organization? How do they motivate you to do your best at all times? Describe how senior leaders encourage you to speak openly and honestly on issues. Describe how senior leaders actively participate in reward and recognition programs. What creative approaches have they developed to communicate better with the workforce, provide rewards, or encourage you to do your best?

Management

Process Comment: Employee's are not empowered and motivated, most managers are limited in their decision making and at the end of the day, everything must be run through 1 or 2 people. There is no consistent history of recognition as related to an announcement or financial reward. Therefore, improvement is stagnate and value creation for customers is not maximized.

Action Steps to Improve: Incentive based improvement goals, semi-transparent P&L so management feels connected to performance.

Process Comment: BIRF awards Attendance awards Safety Bingo Done company wide EXCEPT for management staff.

Action Steps to Improve: The only reward for managers is a possible, but not guaranteed bonus, outside of keeping your job.

Process Comment: Not often enough.

Process Comment: Currently there is no formal system for rewarding employees and provide motivation. Bonus process is arbitrary.

Action Steps to Improve: Formal bonus program that rewards employees on a quarterly basis based on performance against KPI's that are tracked and published on a regular basis so that the employees are aware of their progress.

Process Comment: Employee empowerment seems to simply be a “statement” made by executive management used hoping to build the esteem of employees. Which may work very short term, but becomes ineffective when employees raise concerns only to fall on deaf ears. This statement encompasses issues we see in our designs, processes and safety practices. Typically the failures seem to arise because of the lack of communication or a "not my problem" syndrome. Although everyone may add value to the company in different ways rewards and recognition seems to be distributed “evenly” and the amount of effort or skill is not considered. Managers/Supervisors need to be aware of the work being done by their subordinates. In most cases very little is understood about what duties or tasks an employee is actually performing.

Action Steps to Improve: It needs to start with clarifying roles throughout the organization and ensuring that employees are meeting the needs of those roles. In order for everyone to be responsible for communicating clearly they must first understand the scope of their responsibilities. Rewards and recognition must not only be based on how well goals are met (which are rarely clear or achievable) but on overall performance, which must include additional responsibilities and tasks.

Non-Management

Process Comment: Two way communication appears to be open within the management team. This is done through items such as the many engineering review meetings and even one on one dialog. Creating value for customers is also a focus as far as focusing on customer needs with new opportunities in such things as EP's. New Product Development might need a greater voice of customer, but it appears improvements are being made based on the experience of previous flops (Powerstar versus Autonomotor as an example). General recognition and reward programs are present with the "Bison Pride" nominations, BIRF forms, and attendance programs.

Action Steps to Improve: Empowering and motivating employees has taken a back seat. This also flows slightly into reward and recognition programs. While it is nice to have the occasional item like a pizza lunch, but if a reward is mentioned it must be followed through or it undermines motivation. Not to say that all actions require a reward (the act of employment is in and of itself a reward in the form of a paycheck) but items such as that should be followed through. At the same time motivation and empowerment can be improved by helping give people a higher purpose for doing what they are doing. Items such as the employee profit sharing program (assuming there is a profit) are nice and appreciated but motivation is generally more than money. At the same time empowerment seems to be more lip service rather than actual follow through. We are told that our ideas are important and ways to improve the company are welcome but then we are generally kept busy enough that those improvements cannot be made, or are slow to implement.

Process Comment: THEY SHOULD MOTIVATE THEM WITH EXEMPLE AND RESPECT AND COMMUNICATION

Action Steps to Improve: SAME AS ABOVE

Process Comment: Motivate employees to improve performance, quality and create value for customers.

Action Steps to Improve: If an employee suggest an improvement that saves \$10,000.00 plus yearly, company then may offer one time of 10% savings back to the employee.

Process Comment: To motivate employees - Bison does have a PRIDE nomination to reward employees that go above and beyond. Some managers submit - others not at all as they feel people are just doing their job. As far as two way communication, there needs to be improvement between Operations, Purchasing and Sales/Customer Service when there is a problem with Customer Orders. Currently there is a list of past due orders to look at but no alert and sometimes no reasons or rescheduled dates. Customer Service has to look to see what is on the list - which changes many times a day. Bison has a BIRF program for employees to submit suggestions for improvements internally, where the employees are very good about submitting ideas. A Customer Service Alert notification is also available to report problems of quality a customer may experience/report about their shipment. Due to the time restraints on Engineers, this is only to be used for second offenses of quality/internal issues.

Action Steps to Improve: Bison in general tries to empower and motivate employees - individual managers may need training on being able to provide that feed back to their employees. Two way communication needs much improvement in the customer's favor. Need to develop a proactive notification system as opposed to reactive response system.

Process Comment: The two way communication is there, but the empowerment and motivation is not. People are held responsible for various products or projects, but are not given the empowerment that is required to control them or to take part in many key decisions associated with them.

Action Steps to Improve: Give employees which are held responsible the ability to make more than just requests or recommendations. Let them play more of a role in the decisions associated with those recommendations and a greater sense of control over what they are responsible for.

Process Comment: There is an Individual Improvement Management system in place. From what I can tell managers simply review progress, suggest ways to improve.

Action Steps to Improve: Managers don't assist in helping associates find a career path, there is no reward based on performing well and all employees are given the same pay increase across the board regardless of performance.

Shop

Process Comment: Once a month Plant Wide meetings to go over bullet point objectives, hold a small Q&A session at the end. Not much employee involvement.

Action Steps to Improve: People write BIRFs to get a chance at winning cash. Process is not handled to encourage or empower employees.

Process Comment: No motivation on shop floor from any senior leader. we do have Bison PRIDE, but recognition needs to be more out there for the people that have learned and keep learning new items within their department. By reward meaning upgrade in job titles and appreciate that they are a valuable asset to the department and company.

Process Comment: THEY HAVE A BIRF SYSTEM

Action Steps to Improve: ACTUALLY TAKE SUGGESTIONS AND MAKE CHANGES.

1E Reviewing and Achieving Management Accountability, Protecting Stakeholder Interests, and Improving Leader Effectiveness [Baldrige ref: 1.2a(1&2)]

How are senior leaders and managers held accountable for their actions? What processes are in place to ensure you do not commit fraud, waste resources (money, people, equipment) or abuse the system (use your position to gain advantages)? What, if any, changes have you seen in the personal effectiveness of your leaders? What new and creative changes have been made and shared throughout the organization?

Non-Management

Process Comment: Senior management team just changed, I believe the new team will do much better job than the previous one.

Process Comment: There does not seem to be a governance system in place, at least not one that is well understood or communicated.

Action Steps to Improve: Currently it seems the CEO is ensuring senior leaders are accountable. Views and input from additional people or sources should be considered while evaluating the performance of senior leaders.

1F Following Laws and Regulations, and Addressing Public Risks and Concerns [Baldrige ref: 1.2b(1)]

What are some of the laws and regulations that govern your organization? How are public concerns with the organization's products, services, facilities, operations, conservation of natural resources and supply chain management addressed? How does the organization reduce risks linked to its products, services or operations? How widely is this done? What new and creative (innovative) improvements have been put in place to address public responsibilities? How is this information shared across the organization?

Shop

Process Comment: we dont all of our products are safe i just choose the wrong box and cant go back

1G Promoting and Ensuring Ethical Behavior throughout the Organization [Baldrige ref: 1.2b(2)]

How do the organization's policies and practices ensure ethical behavior? How do leaders model ethical behavior? What creative new policies, practices, or programs have been put in place to promote ethical behavior? How are these new concepts shared throughout the organization?

Shop

Process Comment: N/A

Action Steps to Improve: N/A

1H Actively Supporting and Strengthening Key Communities [Baldrige ref: 1.2c(1&2)]

Describe how the organization considers societal well-being and benefit as part of its strategy and daily operations. List the processes used to ensure the well-being of environmental, social, and economic systems. Describe how the organization leaders and workers support and contribute to improving the key communities where they work and live. How widely is this done? What is done to determine if the community support is effective and consistent with organization values, mission, and priorities? What innovations have been made and shared throughout the organization?

Non-Management

Process Comment: WE HAVE A CHARITABLE ORG. THAT DONATES TO A NUMBER OF WORTHY CHARITIES EACH YEAR. THE COMPANY MATCHES EMPLOYEE DONATION TO OTHER CHARITIES. WE HAVE AN IN HOUSE MEDICAL FACILITY AND VERY GOOD HEALTH COVERAGE.

Category 2 - Strategic Planning

Overall Question Scores and Current-State Descriptors

%	Question	Description
%	2A	Developing Strategic Plans [Baldrige ref: 2.1a(1,2,3&4)]
37	Current	Basically Effective - The organization has an effective process in place to develop its strategy or plan for success. The organization has started to gather data about the effectiveness of its strategy development processes.
	Next Level	Mature - The organization has a clear, effective process in place to address its strategic challenges; leverage its strategic advantages and opportunities; make decisions to identify work systems that will be outsourced or kept internal; and develop strategic objectives that define what the organization must accomplish to be successful in the future. The organization sometimes checks the accuracy and effectiveness of its strategy development processes and may make changes as a result.
	Role Model	The organization has a clear, effective strategic planning process in place to determine its core competencies; address its strategic challenges and the need for agility and flexibility; leverage its strategic advantages and opportunities; make decisions to identify work systems that will be outsourced or kept internal; and identify what it must accomplish for both short- and long-term success including taking intelligent risks and creating an environment that supports innovation. The strategic planning process considers nearly all of the following areas: Organizational strategic challenges and advantages; Risks to organizational sustainability; Blind spots from prior planning or current planning assumptions; and The ability to execute the plan. The organization regularly checks the accuracy of its planning assumptions and the effectiveness of its planning process and makes ongoing improvements. The organization has developed creative (innovative) approaches to strategic planning and shares best practices across the organization.