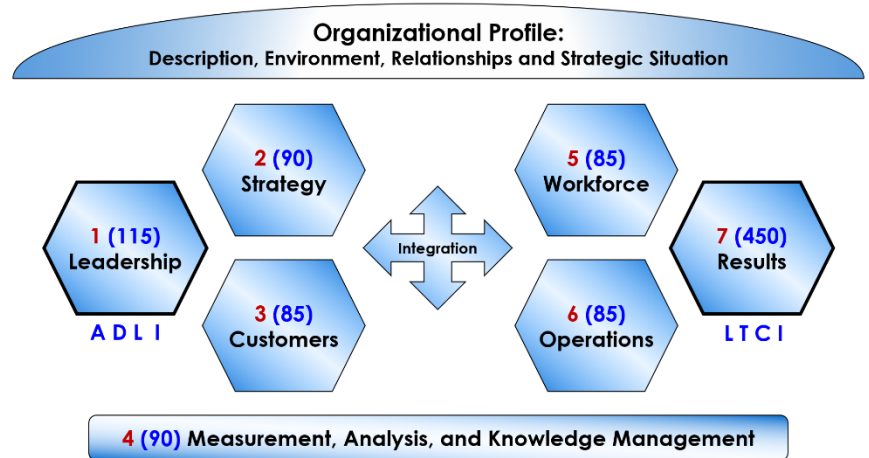# 2024 Baldrige Criteria for Performance Excellence

8 Categories
19 Criteria Items
45 Areas to Address
304 Questions

Business Performance Excellence Framework

Organizational Profile:
Description, Environment, Relationships and Strategic Situation

2 (90) Strategy

5 (85) Workforce

1 (115) Leadership

Integration

7 (450) Results

3 (85) Customers

6 (85) Operations

A D L I

L T C I

4 (90) Measurement, Analysis, and Knowledge Management

Organizational Profile

P.1 Organizational Description
a. Organizational Environment **15**
b. Organizational Relationships **9**

P.2 Organizational Situation
a. Competitive Environment **6**
b. Strategic Context **1**
c. Performance Improvement System **1**

1.0 Leadership (115 pts)

1.1 Senior Leadership (65)
a. Vision and Values **5**
b. Communications **4**
c. Mission and Organizational Performance **10**

1.2 Governance and Societal Contributions (50)
a. Organizational Governance **12**
b. Legal and Ethical Behavior **9**
c. Societal Contributions **6**

2.0 Strategy (90 pts)

2.1 Strategy Development (45)
a. Strategy Development Process **19**
b. Strategic Objectives **7**

2.2 Strategy Implementation (45)
a. Action Plan Development and Deployment **14**
b. Action Plan Modification **1**

3.0 Customers (85 pts)

3.1 Customer Expectations (40)
a. Customer Listening **6**
b. Customer Segmentation and Product Offerings **7**

3.2 Customer Engagement (45)
a. Customer Experience **15**
b. Determination of Customer Satisfaction and Engagement **6**
c. Use of Voice of the Customer and Market Data **2**

4.0 Measurement, Analysis, and Knowledge Management (90 pts)

4.1 Measurement, Analysis, Improvement of Organizational Performance (45)
a. Performance Measurement **6**
b. Performance Analysis and Review **6**
c. Performance Improvement **5**

4.2 Information & Knowledge Management (45)
a. Data and Information **5**
b. Organizational Knowledge **9**

5.0 Workforce (85 pts)

5.1 Workforce Environment (40)
a. Workforce Capability and Capacity **13**
b. Workplace Climate **4**

5.2 Workforce Engagement (45)
a. Assessment of Workforce Engagement **6**
b. Organizational Culture **4**
c. Performance Management & Development **11**

6.0 Operations (85 pts)

6.1 Work Processes (40)
a. Product and Process Design **5**
b. Process Mgmt. & Improvement **7**
c. Supply-Network Management **5**
d. Innovation Management **4**

6.2 Operational Effectiveness (45)
a. Process Efficiency and Effectiveness **6**
b. Security and Cybersecurity **6**
c. Safety, Business Continuity, and Resilience **5**

7.0 Results (450 pts)

7.1 Product and Process Results (120)
a. Customer-Focused Product and Service Results **3**
b. Work Process Effectiveness Results **6**
c. Supply-Network Management Results **2**

7.2 Customer Results (80)
a. Customer-Focused Results **7**

7.3 Workforce Results (80)
a. Workforce-Focused Results **12**

7.4 Leadership & Governance Results (80)
a. Leadership, Governance and Social Contributions Results **13**

7.5 Financial, Market, Strategy Results (90)
a. Financial and Market Results **6**
b. Strategy Implementation Results **3**

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