

5 Workforce Focus (85 pts.)

The **WORKFORCE Focus** Category examines HOW your organization ENGAGES, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization's overall MISSION, strategy, and ACTION PLANS. The Category examines your ability to assess WORKFORCE and CAPACITY needs and to build a WORKFORCE environment conducive to HIGH PERFORMANCE.

Item 5.1: Workforce Engagement (45 pts.)

Process

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

Describe HOW your organization ENGAGES, compensates, and rewards your WORKFORCE to achieve HIGH PERFORMANCE.

Describe HOW members of your WORKFORCE, including leaders, are developed to achieve HIGH PERFORMANCE.

Describe HOW you assess WORKFORCE ENGAGEMENT and use the RESULTS to achieve HIGHER PERFORMANCE.

Within your response, include answers to the following questions:

5.1a. WORKFORCE Enrichment

- (1) HOW do you determine the KEY factors that affect WORKFORCE ENGAGEMENT?
HOW do you determine the KEY factors that affect WORKFORCE satisfaction?
HOW are these factors determined for different WORKFORCE groups and SEGMENTS?
- (2) HOW do you foster an organizational culture conducive to HIGH PERFORMANCE and a motivated WORKFORCE to accomplish the following:
 - cooperation, EFFECTIVE communication, and skill sharing within and across work units, operating units, and locations, as appropriate
 - EFFECTIVE information flow and two-way communication with supervisors and managers
 - individual GOAL setting, EMPOWERMENT, and initiative
 - INNOVATION in the work environment
 - the ability to benefit from the diverse ideas, cultures, and thinking of your WORKFORCE?
- (3) HOW does your WORKFORCE PERFORMANCE management SYSTEM support HIGH PERFORMANCE WORK and WORKFORCE ENGAGEMENT?
HOW does your WORKFORCE PERFORMANCE management SYSTEM consider WORKFORCE compensation, reward, recognition, and incentive practices?
HOW does your WORKFORCE PERFORMANCE management SYSTEM reinforce a CUSTOMER and business focus and achievement of your ACTION PLANS?

5.1b. WORKFORCE and Leader Development

- (1) HOW does your WORKFORCE development and LEARNING SYSTEM address the following:
 - needs and desires for LEARNING and development identified by your WORKFORCE, including supervisors and managers
 - your CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of your ACTION PLANS, both short-term and long-term
 - organizational PERFORMANCE improvement, technological change, and INNOVATION
 - the breadth of development OPPORTUNITIES, including education, training, coaching, mentoring, and work-related experiences, as appropriate
 - the transfer of KNOWLEDGE from departing or retiring workers
 - the reinforcement of new KNOWLEDGE and skills on the job?
- (2) HOW does your development and LEARNING SYSTEM for leaders address the following:
 - development of personal leadership attributes

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- development of organizational KNOWLEDGE
 - ETHICAL business practices
 - your CORE COMPETENCIES, STRATEGIC CHALLENGES, and accomplishment of your ACTION PLANS, both short-term and long-term
 - organizational PERFORMANCE improvement, technological change, and INNOVATION
 - the breadth of leadership development OPPORTUNITIES, including education, training, coaching, mentoring, and work-related experiences, as appropriate
- (3) HOW do you evaluate the EFFECTIVENESS of your WORKFORCE and leader development and LEARNING SYSTEMS?
- (4) HOW do you manage EFFECTIVE career progression for your entire WORKFORCE?
HOW do you accomplish EFFECTIVE succession planning for management and leadership positions?

5.1c. Assessment of WORKFORCE ENGAGEMENT

- (1) HOW do you assess WORKFORCE ENGAGEMENT?
- What formal and informal assessment methods and MEASURES do you use to determine WORKFORCE ENGAGEMENT and WORKFORCE satisfaction?
- HOW do these methods and MEASURES differ across WORKFORCE groups and SEGMENTS?
- HOW do you use other INDICATORS, such as WORKFORCE retention, absenteeism, grievances, safety, and PRODUCTIVITY to assess and improve WORKFORCE ENGAGEMENT?
- (2) HOW do you relate assessment findings to KEY business RESULTS reported in Category 7 to identify OPPORTUNITIES for improvement in both WORKFORCE ENGAGEMENT and business RESULTS?

Notes:

N1. "WORKFORCE" refers to the people actively involved in accomplishing the work of your organization. It includes your organization's permanent, temporary, and part-time personnel, as well as any contract EMPLOYEES supervised by your organization. It includes team leaders, supervisors, and managers at all LEVELS. People supervised by a contractor should be addressed in Category 6 as part of your larger WORK SYSTEMS. For nonprofit organizations that also rely on volunteers, "WORKFORCE" includes these volunteers.

N2. "WORKFORCE ENGAGEMENT" refers to the extent of WORKFORCE commitment, both emotional and intellectual, to accomplishing the work, MISSION, and VISION of the organization. Organizations with high LEVELS of WORKFORCE ENGAGEMENT are often characterized by high-performing work environments in which people are motivated to do their utmost for the benefit of their CUSTOMERS and for the success of the organization.

N3. Compensation, recognition, and related reward and incentive practices (5.1a[3]) include promotions and bonuses that might be based on PERFORMANCE, skills acquired, and other factors. In some government organizations, compensation SYSTEM are set by law or regulation. However, since recognition can include monetary and nonmonetary, formal and informal, and individual and group mechanisms, reward and recognition SYSTEMS do permit flexibility.

N4. Your organization may have unique considerations relative to WORKFORCE development, LEARNING, and career progression. If this is the case, your response to 5.1b should include HOW you address these considerations.

N5. Identifying improvement OPPORTUNITIES (5.1c[2]) might draw on your WORKFORCE-focused RESULTS presented in Item 7.4 and might involve addressing WORKFORCE-related problems based on their impact on your business RESULTS reported in response to other Category 7 Items.

For additional description of this Item, see 5.1 Workforce Engagement Description.

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Blue Words above are hyperlinks. Yellow highlight identifies words that are newly added to the 2007 Business and Nonprofit Criteria.

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