

# The Baldrige Framework

Driving Organizational Excellence



## The Criteria for Performance Excellence

**“The Baldrige Criteria challenged us to become leaders by any measure, and we succeeded – seeing improved productivity, customer loyalty, employee engagement, and financial returns.”**

– Samuel Liang, president/CEO of MEDRAD, a 2003 and 2010 Baldrige Award winner

**What is the Baldrige Framework?** In 1987, President Reagan established a bipartisan program to develop world-class management criteria that many credit with helping to revitalize the U.S. economy. Today, the Baldrige *Criteria for Performance Excellence* are being used by organizations across every sector of the U.S. economy and around the world as an assessment and improvement tool. And performance results have been dramatic! Read winning stories here: [www.baldrige.nist.gov/Contacts\\_Profiles](http://www.baldrige.nist.gov/Contacts_Profiles)



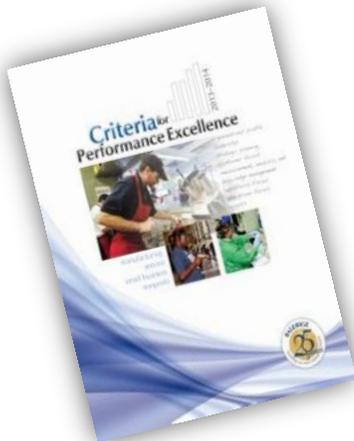
**What are the Baldrige Criteria?** The Criteria take a holistic, systems approach in viewing an organization’s performance management system across seven categories (see the diagram at right). With an emphasis on feedback and a fact-based, knowledge-driven system for improving performance and competitiveness, the Criteria have helped thousands of organizations in the United States and around the world report results such as:

**“The Baldrige Criteria are the key to winning results and world-class excellence.”**

– Ken Schiller, co-owner of K&N Management, 2010 Baldrige Award winner

- Growth in customer satisfaction, engagement, and loyalty
- World-class product and service outcomes
- Role model process efficiency
- Increased workforce and volunteer satisfaction and engagement
- Growth in revenue and market share, and improved financial results
- Increased student learning outcomes
- Dramatically improved patient outcomes, safety, and loyalty

**Why Use the Baldrige Framework?** The Baldrige Criteria ask insightful questions about how high-performing organizations operate and achieve sustainable results. Using the Criteria will help you think and act strategically and align your people, processes, and resources to achieve your goals.



**How Do We Get Started?** Three versions of the *Criteria for Performance Excellence*—business/nonprofit, education, and health care—are available from the Baldrige Performance Excellence Program at [www.nist.gov/baldrige](http://www.nist.gov/baldrige). Commentary on the Criteria and other resources, including how to begin your performance excellence journey, also are available. For additional guidance, contact a Baldrige Enterprise state or affiliate program near you at [www.baldrigepe.org/alliance](http://www.baldrigepe.org/alliance).

**What is the Baldrige Enterprise?** The Baldrige Enterprise is a partnership of the Baldrige Program, Alliance for Performance Excellence (state and other Baldrige-based programs), ASQ, and Foundation for the Malcolm Baldrige National Quality Award. The Enterprise’s vision is to enhance the competitiveness, quality, and productivity of organizations.

**“When you look at the Baldrige Criteria, what a great road map to say if you can do the things in all these categories and do them well, you’re going to be a well-run company.”**

– Robert F. Pence, CEO of Freese and Nichols, Inc., 2010 Baldrige Award winner