

Ohio Award for Excellence

The Feedback Report

Now that we have it,
. what do we do with it?

OAE Pre-Conference Workshop
September 14, 2005 - Columbus, OH

For use with 2004-2005 award cycle

- Applications written to OAE 2004 Criteria & submitted October 2004
- Feedback Reports received May 2005

Prepared by:
Thomas F. Casperson
4501 Mountain Springs Rd
Glenwood Springs, CO 81601
Tel. 970-945-1151

Index

<u>Topic</u>	<u>Frame</u>
• Congratulations	3
• Two Possible Responses	4
• Objectives of this workshop	5
• Overview - OAE Criteria & Application Scoring	6
• OAE Evaluation Process - flow chart.....	13
• Contents of Typical OAE Feedback Report.....	14
• Avoiding Misuse of Feedback Report	15
- Reality Check.....	17
• Organizing for Analysis	19
• Tools to Aid Analysis	20
- Category Points Lost Analysis worksheet.....	21
- Team OFI Worksheet	25
• Steps in Analyzing & Using Feedback Report.....	26
• The Continuing Journey.....	31

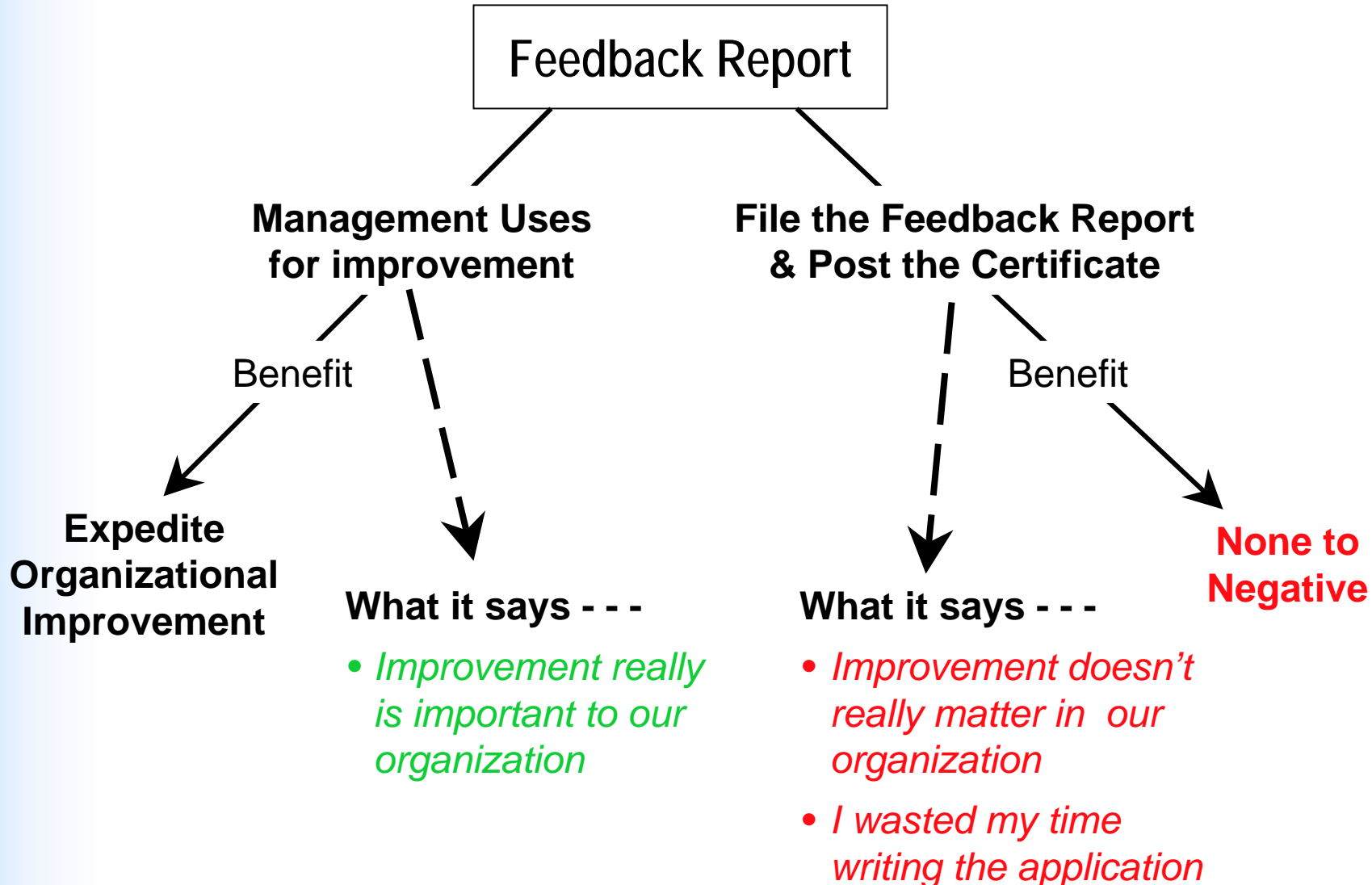
Congratulations to Your Organization!

- You made the decision to apply for the OAE
- You successfully completed the daunting & arduous task of preparing & submitting the application

But don't relax yet

- Real benefit of the OAE assessment process comes from effective use of the Feedback Report

Two Possible Responses to the Feedback Report



Objectives of this workshop

- Help you maximize benefits from the OAE Feedback Report
- Avoid misuse of the Feedback Report
- Understand Structure of Feedback Report
- Approach for identifying projects & priorities
 - Expedite organizational improvement by focus on few (5-10) with greatest benefit considering
 - Strategic Objectives
 - Available Resources

Caution: Don't try to fix everything at once

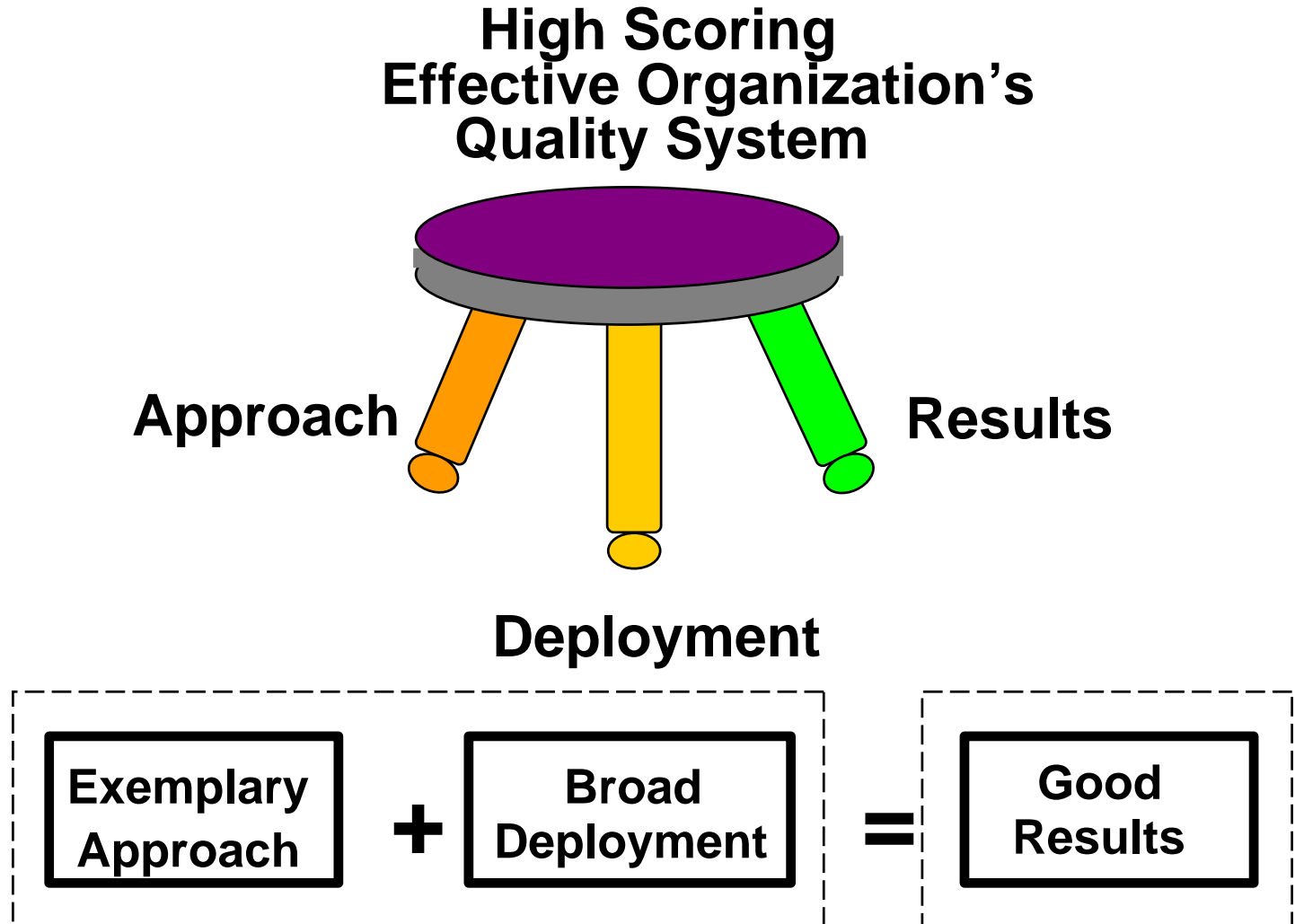
Overview - OAE Criteria and Application Scoring

- *Need to understand structure generating feedback report to effectively use it*

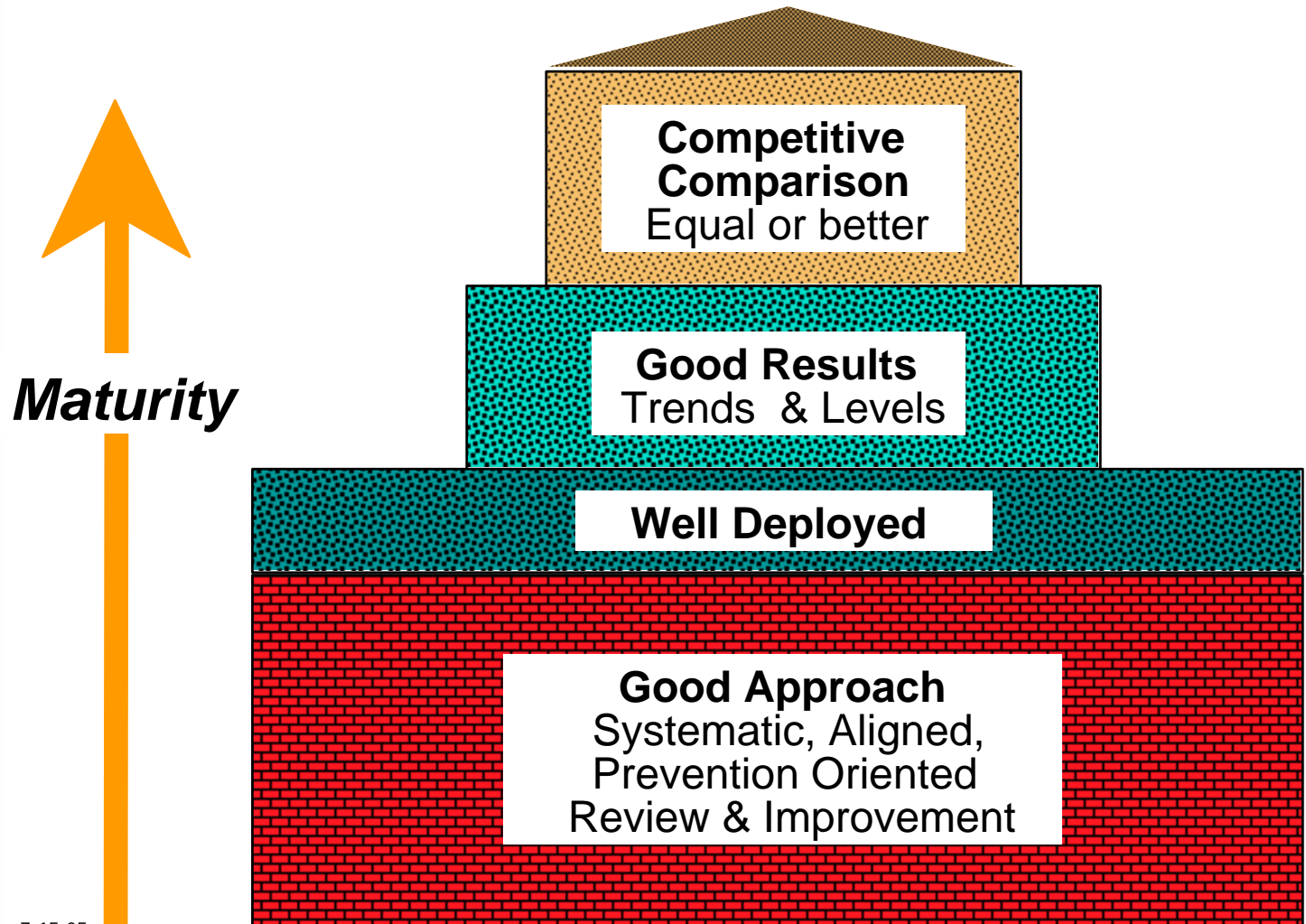
Several Views

- Approach - Deployment - Results
- Building Blocks of Scoring Logic
- Views - strengths - gaps
- Examiner scoring process
 - Approach / Deployment - Categories 1-6
 - Results - Category 7
- OAE Evaluation Process

- Approach - Deployment - Results



- Building Blocks of Scoring Logic



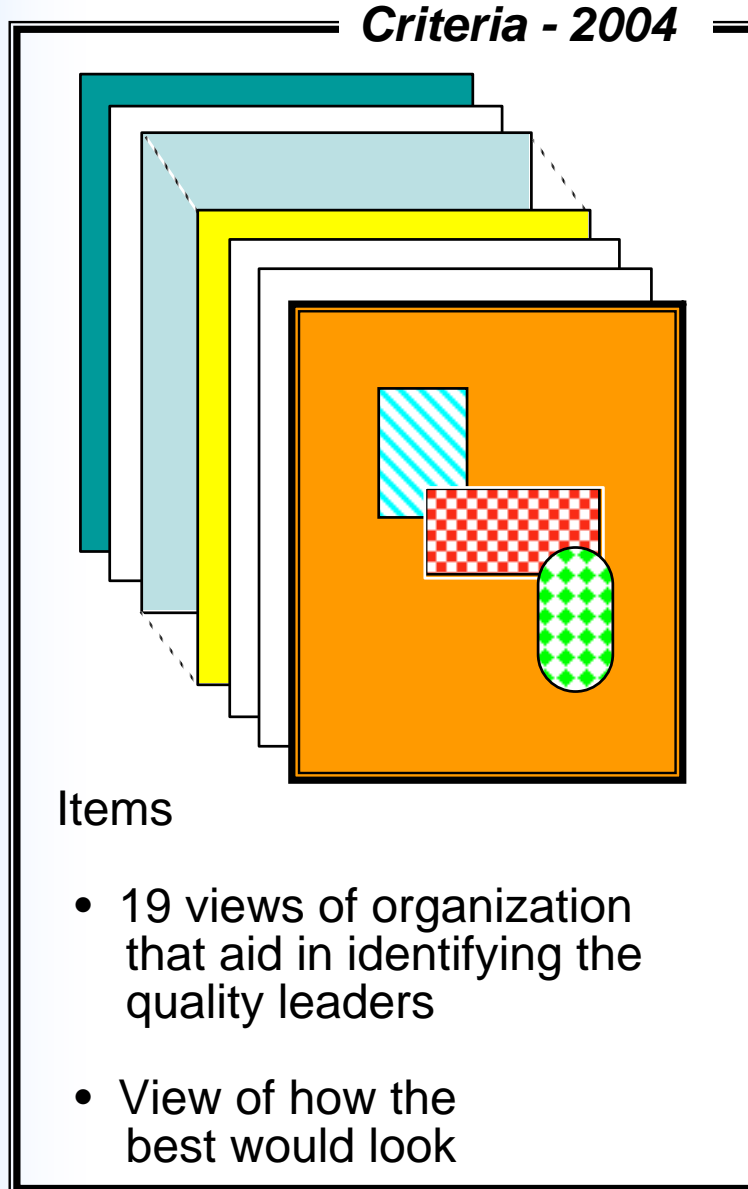
OAE Tiered Application Process

--- a reminder

		Sector Items Addressed	
Tier		Application	Feedback
20%	3/4	19	19
	2	12	12
80%	1	N/A	N/A

- Workshop concepts applicable to all tiers
 - Apply to feedback received

• Views - Strengths - Gaps



Scoring System

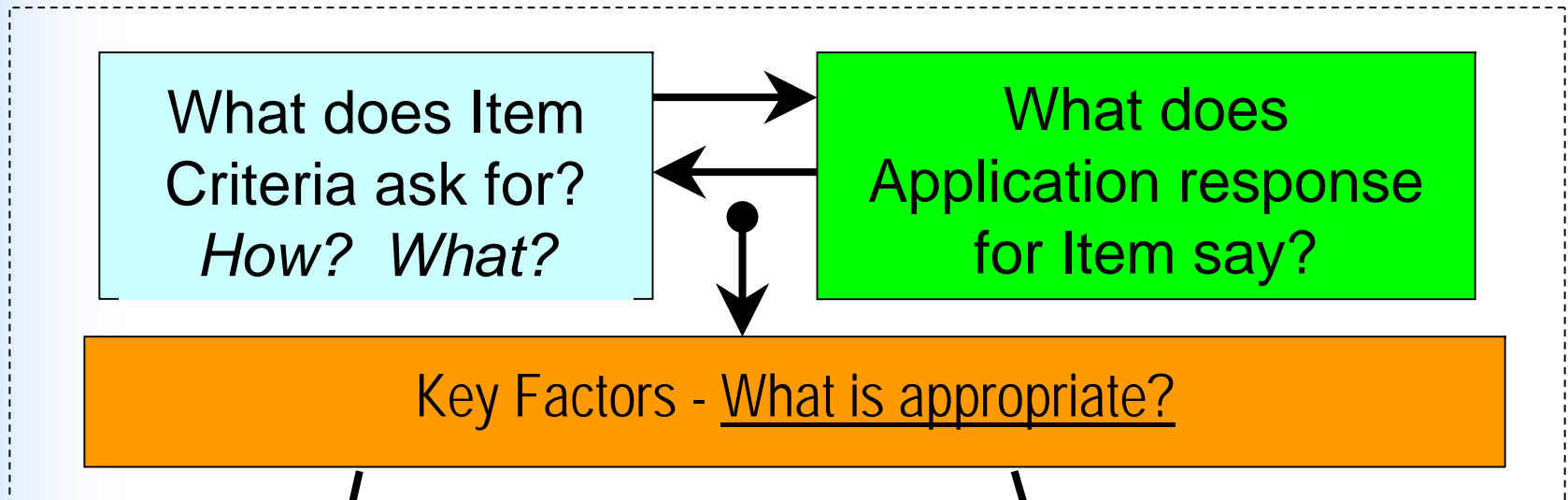
For each View (Item), compare the organization with the view of the best:

- Where is there a close match?
- a **strength**
- Where is there a major difference?
- a **gap** **
- Best estimate of overall match?
- **% score**

** *Feedback report "Opportunities for improvement" (OFI) identify gaps, but not fixes.*

Examiner Scoring Process - Approach / Deployment

OAE Criteria Categories 1-6



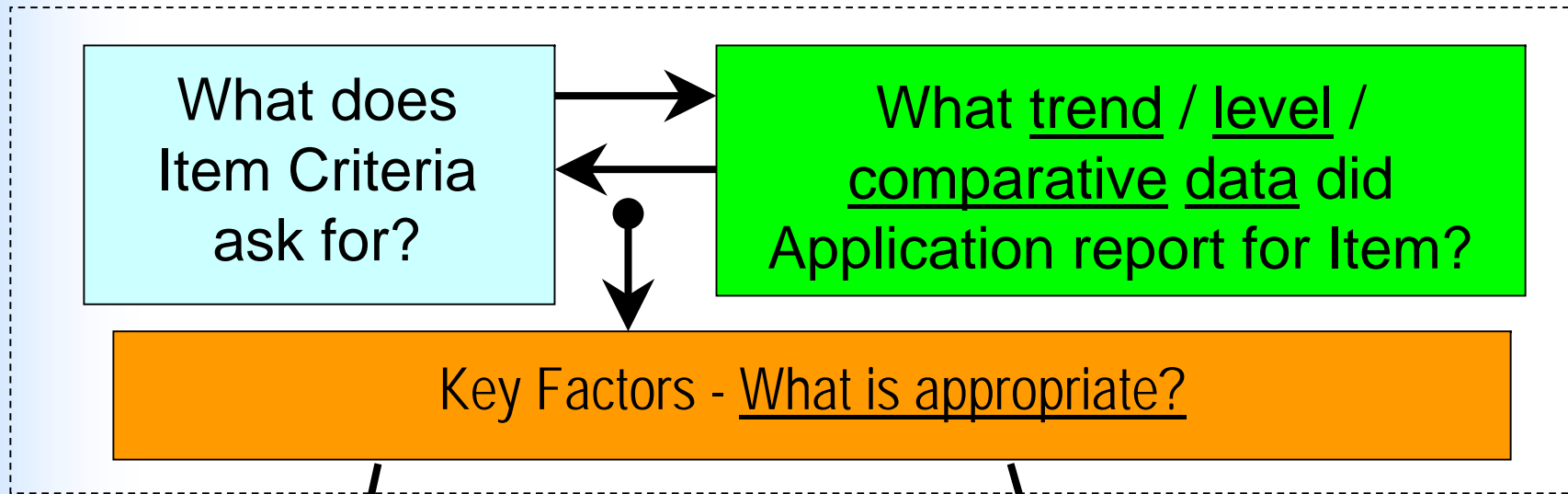
List Strengths (close match) such as:

- Strong systematic approach
- Well deployed
- Addressed all requirements

List Opportunities for Improvement (OFIs) (not match criteria) such as:

- No systematic approach described
- Not deployed critical area
- Some requirements not addressed

Examiner Scoring Process - *Results - Category 7*



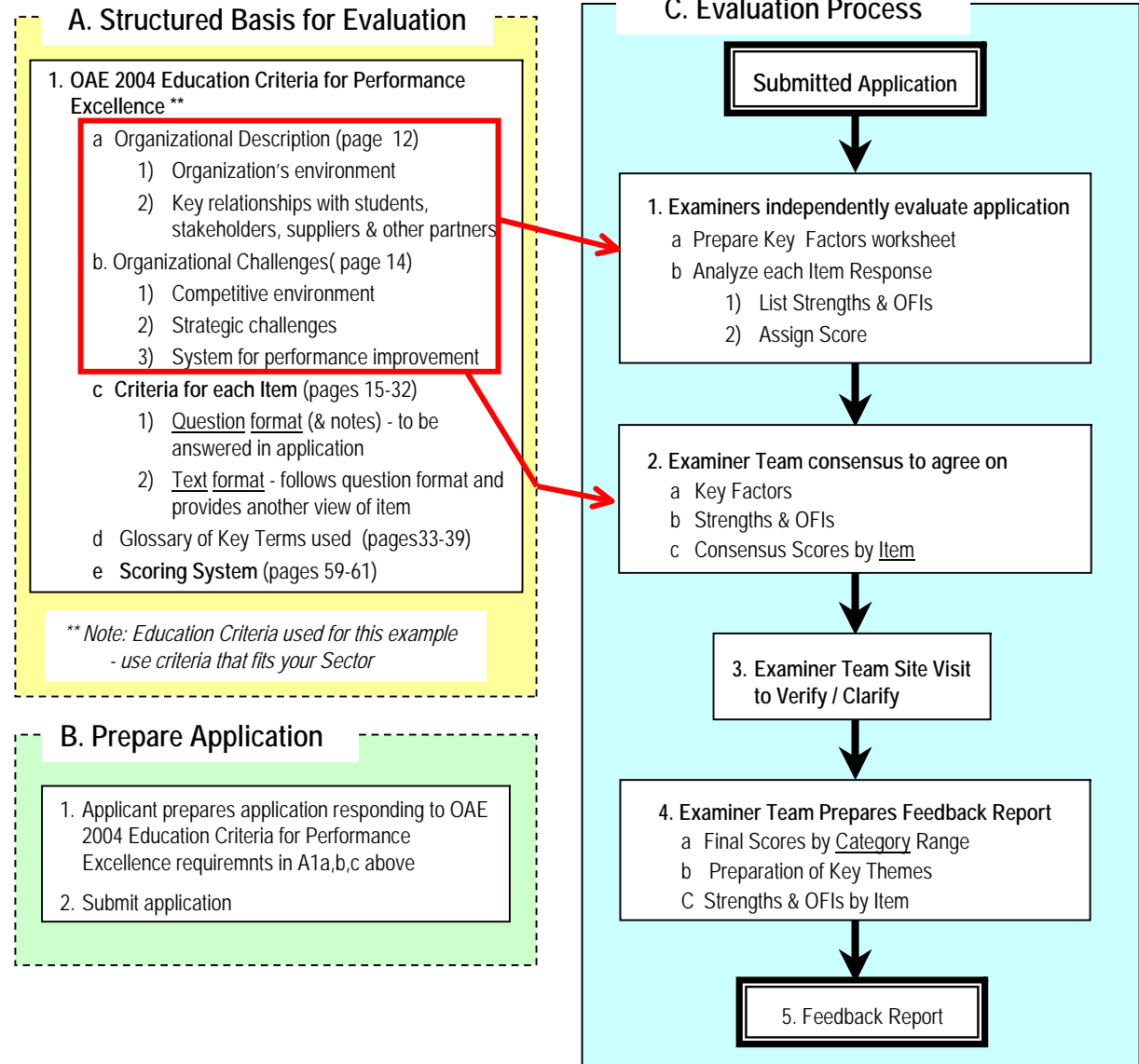
List Strengths (close match) such as:

- Favorable trends
- Levels equal or better than benchmarks
- All important results presented

List Opportunities for Improvement (OFIs) (not match criteria) such as:

- Important results not reported
- Adverse trends
- Only one data point (no trends)
- Not measure accomplishments of major approaches

OAE Evaluation Process



Contents of Typical OAE Feedback Report

- Applications written to OAE 2004 Criteria & submitted October 2004
- Feedback Reports received May 2005

a Transmittal Letter

b Cover Sheet

c Introduction

d Application Review

Describes steps in evaluating your application by OAE Examiners and Judges.

e Scoring

- Identifies Scoring Band number and word description of where examiners assessed status of applicant's progress in quality journey
- Shows score by category/item for those items addressed
- Description of 2004-2005 Scoring Bands

f Key Themes

After the individual scoring, team consensus and a site visit, the examiners prepare the Key Themes as a management overview identifying what they view as the most important strengths and concerns / vulnerabilities / opportunities for improvement. (Address Items included in the application as required for the Tier level submitted.) These are reported in the following sub-sections.

1. The most important strengths or outstanding practices (of potential value to other organizations) identified from approach / deployment items in Categories 1 – 6.
2. The most significant concerns, vulnerabilities, or opportunities for improvement identified from approach / deployment items in Categories 1 – 6.
3. The most significant strengths, vulnerabilities, and / or gaps (data, data comparisons, linkages) identified in results items reported in Category 7 items.

g Details of “Strengths” and “Opportunities for Improvement”

For each of the 12/19 Items addressed in the application, “Strengths” and “Opportunities for Improvement” considered significant by the examiners, are listed.

Note: Analysis of “Opportunities for Improvement” provides direction for improvement. (Opportunities for Improvement list specific “gaps” in approach / deployment / results and opportunities for alignment and improvement of effectiveness.)

Avoiding Misuse of Feedback Report

- **Understand Criteria**
 - Trained OAE Examiner in organization
 - Train feedback report team
 - Read entire OAE Criteria for Performance Excellence
 - Additional reading/ reference/supplemental information
 - "Baldrige Award Winning Quality" - Mark Graham Brown **
 - "Insights to Performance Excellence" - Mark L. Blazey **
 - "From Baldrige to the Bottom Line"-David W. Hutton
- * * Note: Match "edition" to OAE Criteria used

- **Reality Check**

Why the Need for a Reality Check

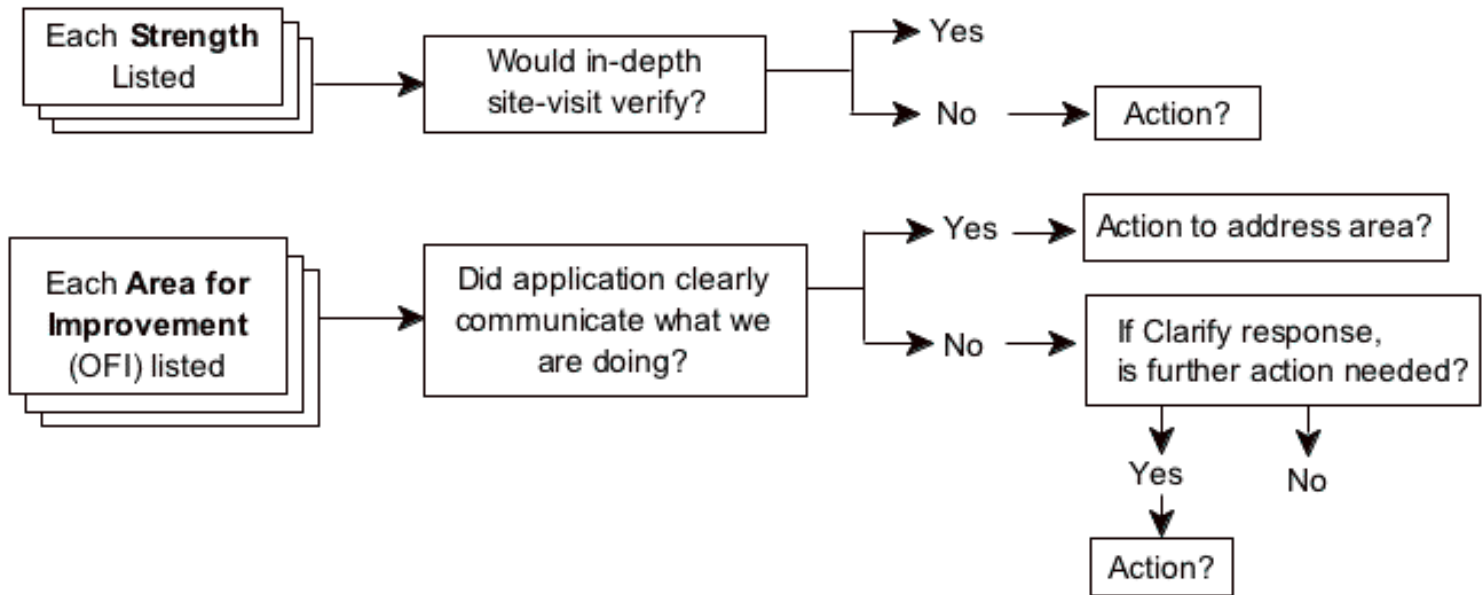
- **OAE application started about a year ago**
 - Some fixes for recognized problems now implemented
 - Customer/student/stakeholder requirement changed ?
 - Better understanding of OAE Criteria requirements now
- **Reality Check**
 - Focus on OFIs actually present now
 - "Don't fix it if it ain't broke"

Reality Check of OAE Feedback Report

Using your personal knowledge of the organization --

- Does the feedback report accurately describe what is actually happening now?
- - *it's been almost a year since you wrote the application*

• Review Feedback for each Item



Project # 1

Reality Check for Your Feedback Report

Organizing to Analyze & Use OAE Feedback Report – Comparison of Two Approaches



Organizational Approach	Some Advantages	Some Disadvantages
<p>1. Appoint <u>individual</u> to analyze feedback report and make corrective action program recommendations to senior management</p> <p>Senior management makes final selection of programs for implementation</p>	<ul style="list-style-type: none"> - Shortest time to complete - Since one person works on all categories, easier to detect and combine common projects - One person has in-depth knowledge of entire feedback report 	<ul style="list-style-type: none"> - One person not likely to know what is actually happening in all parts of organization - No buy-in to programs from those who must implement programs (do not understand “why the need” & “why this program”)
<p>2. Appoint <u>category teams</u> to analyze feedback report and make corrective action program recommendations to senior management</p> <p>Senior management makes final selection of programs for implementation</p>	<ul style="list-style-type: none"> - Team members from many parts of organization more likely to know what is actually happening in organization - Team members identify programs so they understand why required and buy-in to implementation. - Development opportunity for team members to gain broader and deeper insight into organization - More members of organization develop understanding of Ohio Award for Excellence tool for organizational improvement 	<ul style="list-style-type: none"> - Longer time to complete since team members analyze category feedback and then integrate findings with other teams - Requires more effort to train all category team members - Requires more coordination and integration of effort of multiple teams



Tools to Aid Analysis

- “By the Numbers”
 - Criteria assigns maximum score to each Item
 - Establishes relative importance for each Item
 - Feedback Report lists scoring range for each Category
 - Analyze for points lost
 - Focus on & understand categories with high points lost
 - See example next frame
- **Worksheet to structure output of analysis steps**

Category "Points Lost" Analysis

Business, Government, Not-for-Profit, Education, Health Care Sector Worksheet						
	A	B	C	D	G	H
	Max Points			Max Points for My Tier	Points Scored	Points Lost
Category	Tier 1	Tier 2	Tier 3/4	(from A,B or C)		(D - G)
1.0 Leadership	70	70	120	70	48	32
2.0 Strategic Planning	40	40	85	40	20	20
3.0 Customer & Market focus	45	85	85	85	38	47
4.0 Information & Analysis	NA	45	90	45	20	30
5.0 Human Resource focus	35	50	85	50	15	35
6.0 Process Managemnt	85	85	85	85	27	33
7.0 Business Results	150	225	450	225	83	248
total	425	600	1000	600	251	349
Rank in Pareto order by Points Lost						
		J	K	N		
		Points Lost	Category #	Items		
Highest "points lost" 	a.	248	7.0	3		
	b.	47	3.0	2		
	c.	35	5.0	2		
	d.	33	6.0	2		
	e.	32	1.0	1		
	f.	30	4.0	1		
Lowest "points lost" 	g.	20	2.0	1		

Using the OAE Feedback Report 2004-2005

Project # 2
Category “Points Lost” Analysis
- for Your Feedback Report

Tools to Aid Analysis

- Worksheet to structure output of analysis steps
 - Standardize outputs from teams for ease of consolidation of analysis
 - Guides structured approach to analysis of Feedback Report
 - See example – frame 25

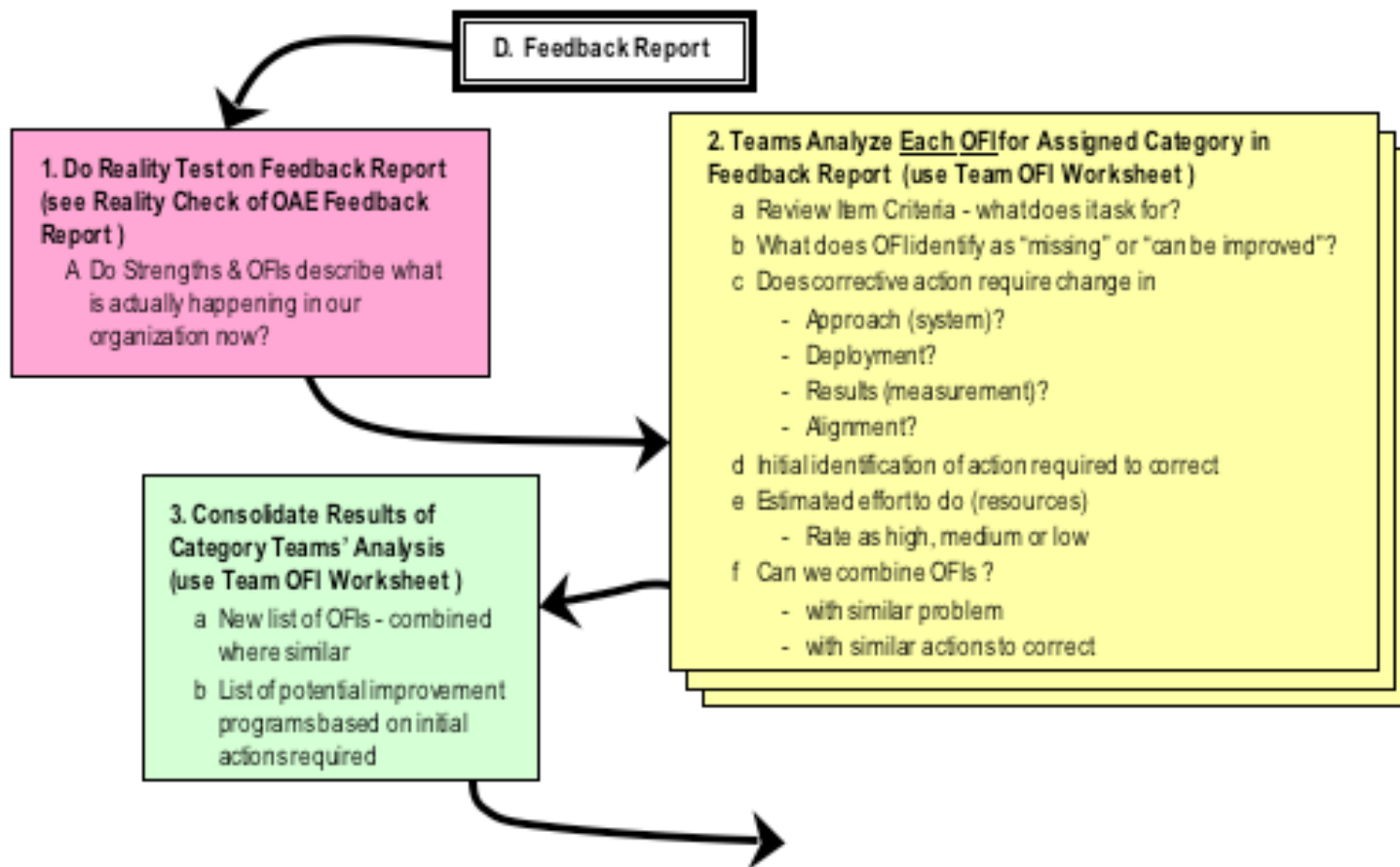
Why consider “Cause of Gap” on Worksheet?

- **Cause of Gap relates to resources required to fix – some typical examples rated (H) high, (M) medium, (L) Low**
 - Establish new system - (H)
 - Refine existing system - (M) to (L)
 - Deployment - (L) if training only to (M) if equipment / facilities changes needed
 - Results - depends upon OFI
 - Adverse trend - (H) to analyze & correct
 - No data - (M) change system & start data collection
 - No comparative data - (M) if available
 - One year data but no long-term data - 3 yrs to generate a 3-year data trend
 - Alignment - (M)-(H) analyze involved systems & modify to align
- **Better understand examiner comment**

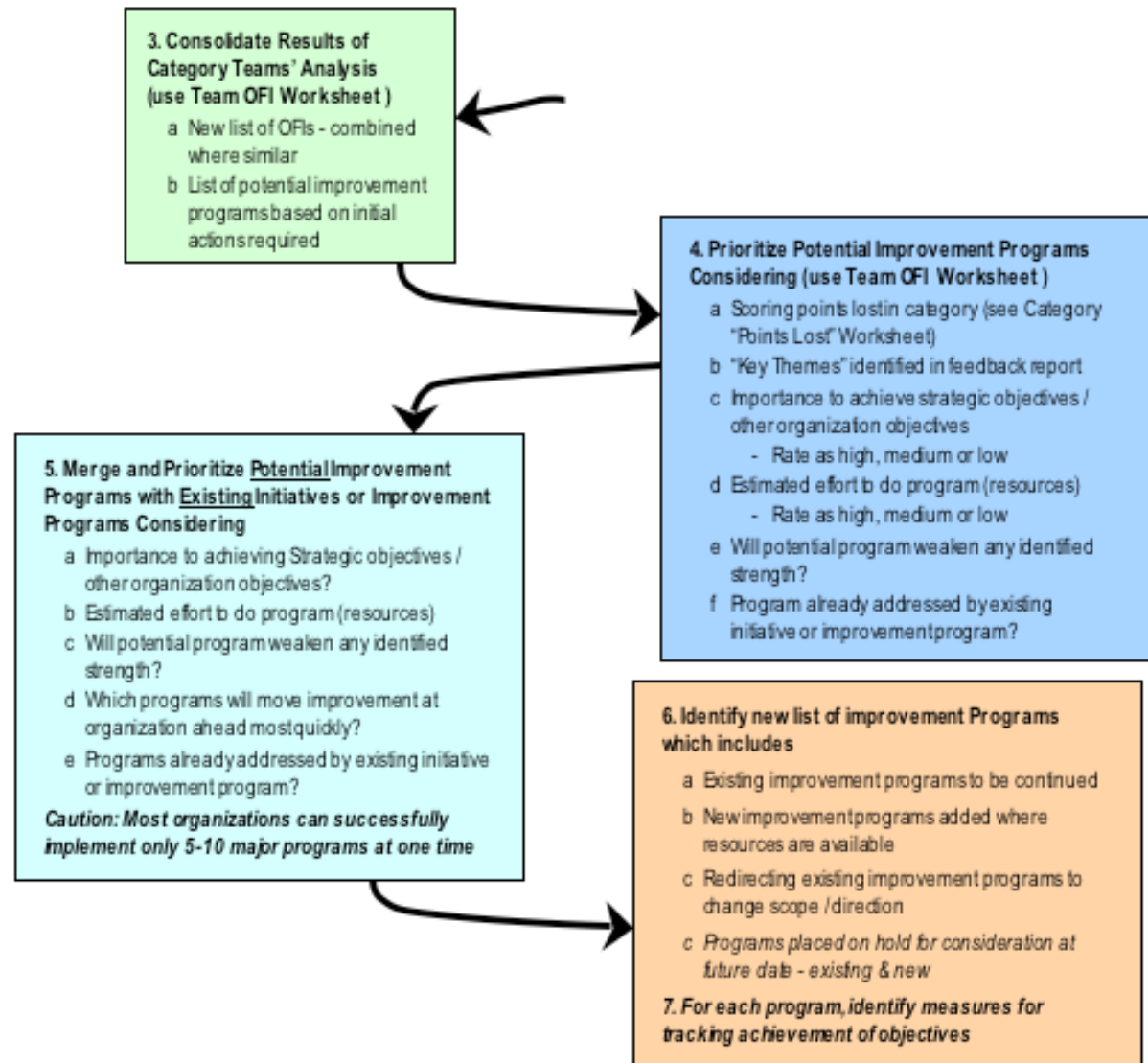
Team OFI Worksheet - examples

Reference	Item	Opportunity for Improvement (OFI) - copied from Feedback Report	Cause of Gap				Importance to Achieve Strategy			Suggested Action to Correct <i>(May skip if "Low" Importance to Achieve Strategy)</i>	Effort Required	
1	1.1	Although a number of surveys are used to get input from stakeholders, there is no systematic approach to analysis and use of this information. This makes it difficult to assess how senior leaders use findings to improve their leadership effectiveness and the effectiveness of management throughout the organization.	X					X		<ul style="list-style-type: none"> Establish system for tabulating surveys from stakeholders and set schedule for reporting trends and levels to management. Establish schedule for review of data by management and describe how data is used to improve their leadership effectiveness and the effectiveness of management throughout the organization. Document examples of actions taken as a result of the review. 		X
13	2.2	The sample key quality indicators shown in Figure 1.1 are not linked to any of the the specific initiatives identified to advance the six strategic priorities. There are no direct links to the measures shown in Cagtegrory 7 for organizational performances. Lack of measures to track progress on each initiative could limit the effectiveness of assessment efforts and slow progress.										
23	7.3	Although "Our People" were identified as one of the key business drivers, and "Learning and Growth" were identified as one of the four major categories of the balanced scorecard, no results data were presented to evaluate effectiveness or level of achievement of HR approaches in these areas.										

Steps in Analyzing and Using the Feedback Report



Steps in Analyzing and Using the Feedback Report - *cont'd*



Project # 3

Team OFI Worksheet

Additional Hints for Using Steps

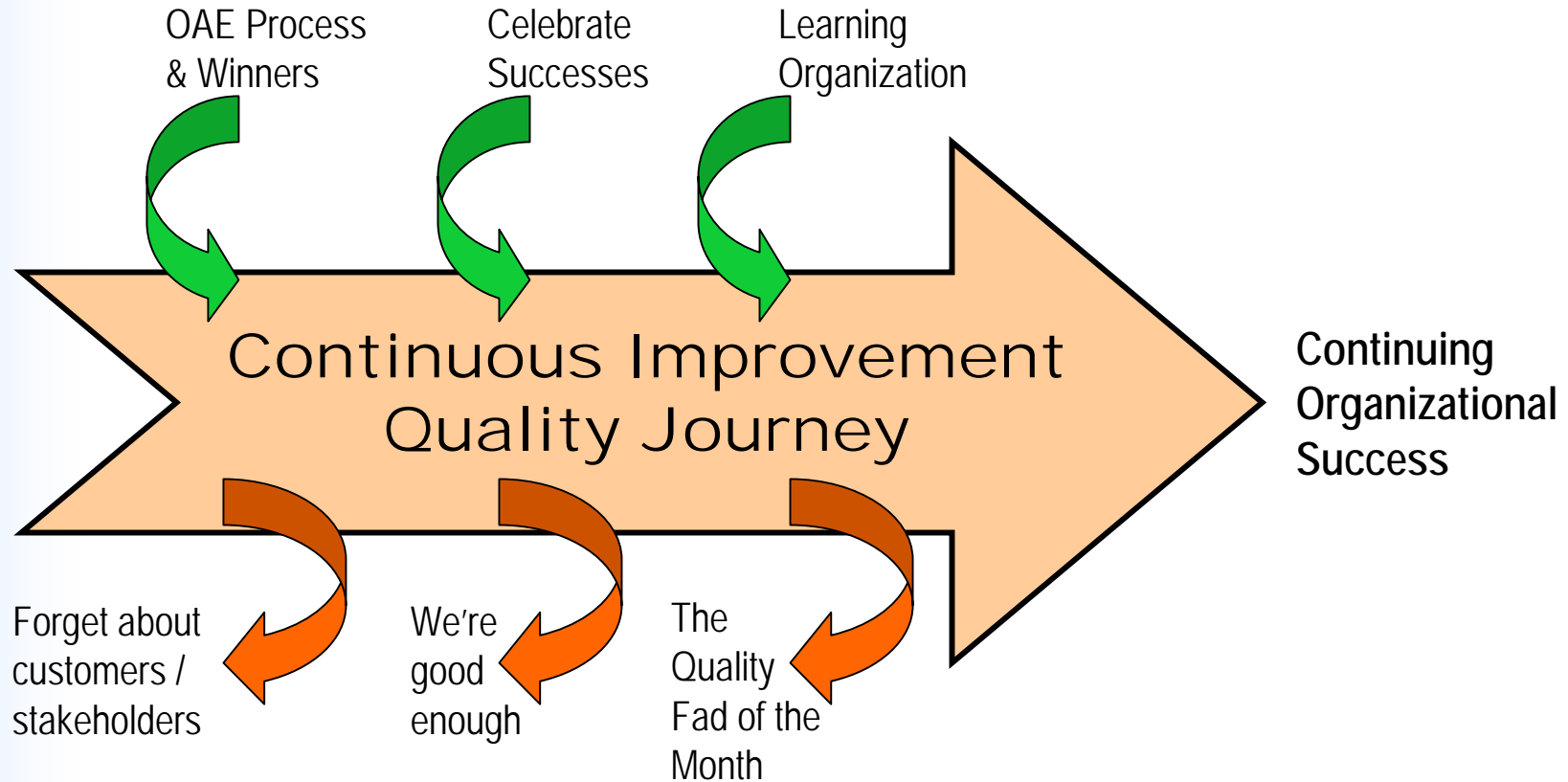
- Keep your “good management hat” on
 - If the process seems to be leading to “an action that is dumb for the organization”
 - - something is wrong
- Key steps in the process are identified, but each step requires thoughtful study, judgment and hard work to complete
- Use Criteria for your Sector

- continued -

Additional Hints for Using Steps - *continued*

- Winners make faster progress in improvement when
 - Concentrate on 5-10 major projects addressing most important OFIs – – *and drive to completion*
 - Not try to address all OFIs
- Successful implementation of top 5-10 improvement projects requires top management support
- If its an obvious improvement and requires no appreciable effort to fix - just do it
- Start by listing all OFIs on the worksheet and then the low importance ones will drop out or consolidate with more important OFIs

Quality Improvement - The Continuing Journey. . . .



- The Continuing Challenge . .

- *To keep moving forward on the quality journey*

