

# Criteria Linkages

Linkages across the Criteria categories are called out in the Baldrige Excellence Framework to ensure that applicants and examiners are aware of key relationships. The following linkages are referenced in the Criteria item notes. There are also links between the Criteria items and the Organizational Profile (a separate resource sheet describing these linkages is available on the Examiner Resources page). The concept of multiple linkages reflects the interdependences in performance management systems.

Item	Links
1.1 Senior Leadership	<ul style="list-style-type: none"> <li>• Organization’s vision should set the context for strategic objectives and action plans described in <b>Items 2.1</b> and <b>2.2</b></li> <li>• Results related to the effectiveness of leadership and the leadership system should be reported in <b>Item 7.4</b></li> </ul>
1.2 Governance and Societal Contributions	<ul style="list-style-type: none"> <li>• Societal contributions in areas critical to ongoing success should be addressed in <b>Item 2.1</b> and <b>Category 6</b></li> <li>• The governance board’s review of organizational performance and progress, if appropriate, is addressed in <b>Item 4.1b</b></li> <li>• Key societal results should be reported in <b>Item 7.4</b></li> </ul>
2.1 Strategy Development	<ul style="list-style-type: none"> <li>• This item deals with overall organizational strategy, which might include changes in customer engagement processes (described in <b>Item 3.2</b>) and product offerings (described in <b>Item 6.1</b>)</li> <li>• To make decisions and allocate resources, an organization might use various types of forecasts, projections, options, scenarios, knowledge, or analyses described in <b>Item 4.2b</b></li> </ul>
2.2 Strategy Implementation	<ul style="list-style-type: none"> <li>• Development and deployment of strategy and action plans are closely linked to other Criteria items               <ul style="list-style-type: none"> <li>○ <b>Item 1.1</b> – How senior leaders set and communicate organizational direction</li> <li>○ <b>Category 3</b> – How customer and market knowledge is gathered for input into strategy and action plan development</li> <li>○ <b>Category 4</b> – How data is measured and analyzed and knowledge is managed to support information needs and strategy development, provide an effective basis for</li> </ul> </li> </ul>

Item	Links
	<p>performance measurements, and track progress on achieving strategic objectives and action plans</p> <ul style="list-style-type: none"> <li>○ <b>Category 5</b> – How workforce capability and capacity needs are met, determining needs for and designing the workforce learning and development system, and implementing workforce-related changes resulting from action plans</li> <li>○ <b>Category 6</b> – How changes to work processes resulting from action plans are addressed</li> <li>○ <b>Item 7.1</b> – Specific accomplishments relative to organizational strategy and action plans</li> <li>○ <b>Item 7.5</b> – Results for overall strategy and action plan achievement</li> </ul>
3.1 Customer Expectations	<ul style="list-style-type: none"> <li>● Results on performance relative to key product features, obtained from voice of the customer data, should be reported in <b>Item 7.1</b></li> </ul>
3.2 Customer Engagement	<ul style="list-style-type: none"> <li>● Customer data and information should be used to support the overall performance reviews addressed in <b>Item 4.1b</b></li> <li>● Results for customer perceptions and actions (outcomes) should be reported in <b>Item 7.2</b></li> </ul>
4.1 Measurement, Analysis, and Improvement of Organizational Performance	<ul style="list-style-type: none"> <li>● Organizational performance reviews should reflect your strategic objectives and action plans described in <b>Category 2</b></li> <li>● Organizational performance results should be reported in <b>Items 7.1 – 7.5</b></li> </ul>
4.2 Information and Knowledge Management	<ul style="list-style-type: none"> <li>● Information technology system security should be addressed as part of overall security and cybersecurity management in <b>Item 6.2</b></li> </ul>
5.1 Workforce Environment	<ul style="list-style-type: none"> <li>● Assessment of workforce capability and capacity needs should consider current needs, as well as future requirements based on strategic objectives and action plans identified in <b>Category 2</b> and future performance discussed in <b>Item 4.1c(1)</b></li> <li>● People supervised by a contractor should be addressed in <b>Categories 2 and 6</b> as part of the larger work system strategy and internal work processes</li> <li>● Workplace safety should be addressed in <b>Item 6.2</b> as part of the overall safety system</li> </ul>

Item	Links
	<ul style="list-style-type: none"> <li>Results related to workforce environment should be reported in <b>Item 7.3</b></li> </ul>
5.2 Workforce Engagement	<ul style="list-style-type: none"> <li>Results related to workforce engagement should be reported in <b>Item 7.3</b></li> </ul>
6.1 Work Processes	<ul style="list-style-type: none"> <li>Process for pursuing opportunities for innovation should capitalized on strategic opportunities identified in <b>Item 2.1a(2)</b> and should include other intelligent risks arising from performance reviews in <b>Item 4.1</b>, knowledge management approaches in <b>Item 4.2</b>, and other sources of potential innovations.</li> <li>Results related to improvements in product and process performance should be reported in <b>Item 7.1</b></li> </ul>
6.2 Operational Effectiveness	<ul style="list-style-type: none"> <li>Security and cybersecurity of information technology may include systems described in <b>Item 4.2a(2)</b></li> </ul>
7.1 Product and Process Results	<ul style="list-style-type: none"> <li>Results for products and customer service processes should relate to key customer requirements and expectations identified in the <b>Organizational Profile (P.1b(2))</b>, based on information gathered through processes described <b>Category 3</b></li> <li>Results for process effectiveness and efficiency and safety and emergency preparedness should address key operational requirements identified in the <b>Organizational Profile (P.1)</b> and <b>Category 6</b></li> </ul>
7.2 Customer Results	<ul style="list-style-type: none"> <li>Results for customer satisfaction, dissatisfaction, and engagement should relate to the customer groups and market segments identified in the <b>Organizational Profile (P.1b(2))</b> and the listening and determination methods reported in <b>Category 3</b></li> </ul>
7.3 Workforce Results	<ul style="list-style-type: none"> <li>Results reported in this item should relate to the processes, measures, and indicators reported in <b>Category 5</b></li> <li>Results should also respond to key work process needs reported in <b>Category 6</b> and to action plans and workforce plans reported in <b>Item 2.2</b></li> </ul>
7.4 Leadership and Governance Results	<ul style="list-style-type: none"> <li>Results should relate to the communication processes identified in <b>Item 1.1</b> and the governance, legal, regulatory, ethics, and</li> </ul>

Item	Links
	<p>societal contribution measures and processes reported in <b>Item 1.2</b></p>
<p>7.5 Financial, Market and Strategy Results</p>	<ul style="list-style-type: none"> <li>• Financial and market results should relate to the financial measures reported in <b>Item 4.1a(1)</b> and financial management approaches reported in <b>Item 2.2</b></li> <li>• Measure or indicators of strategy and action plan achievement should relate to strategic objectives and goals reported in <b>Item 2.1b(1)</b>, elements of risk reported in <b>Item 2.1a(3)</b>, and the action plan performance measures and projected performance reported in <b>Item 2.2a(5)</b> and <b>Item 2.2a(6)</b>, respectively</li> </ul>