Performance Excellence Program (PEP)
Category 6 – Operations Focus

Operations Focus in the Baldrige Performance Excellence Program (PEP) is about how we design, manage, and improve the organization as it relates to the educational programs and services we provide. It focuses on work processes and how we improve operational effectiveness, with an emphasis on operational effectiveness to deliver greater value to students and customers, resulting in organizational success and sustainability.

Items in BLUE are current areas of focus in the department

Overarching Areas of Focus:

- **What are your key work processes?**
- **How do you design, manage, and improve key work processes to deliver educational programs and services that achieve value for students and other customers?**
- **How do you achieve organizational success and sustainability?**
- **How do you ensure operational effectiveness?**
- **How do you effectively management the operations on an ongoing basis and for the future?**

Work Processes

- How do you design, manage, and improve your key work processes to deliver educational programs and services that achieve value for students and other customers and that achieve organizational success and sustainability.
- How do you design your educational programs and services and your work processes to meet all key requirements?
- How do you incorporate new technology, organizational knowledge, program and service excellence, and the potential need for agility into these programs, services, and processes?
- How do you determine key educational program and service requirements?
- How do you determine key work process requirements?
- **What are your organization's key work processes?**
- **What are the key requirements for these work processes?**
- How does your day-to-day operation of work processes ensure that they meet key process requirements?
- What key performance measures or indicators and in-process measures do you use to control and improve your work processes?
- How do these measures relate to the quality of outcomes and the performance of your educational programs and services?
- How do you determine your key support processes?
- What are your key support processes?
- How does your day-to-day operation of these processes ensure that they meet key organizational support requirements?
- How do you improve your work processes to increase student learning, improve educational programs and services and performance, and reduce variability?

Operational Effectiveness

- How do you control costs, manage your supply chain, offer a safe workplace, prepare for potential emergencies, and innovate for the future to ensure effective operations and deliver value to students and other customers?
- How do you minimize the costs of inspections, tests, and process or performance audits, as appropriate?
- How do you balance the need for cost control with the needs of your students and other customers?
- **How do you manage your supply chain?**
- **How do you select suppliers and ensure that they are qualified and positioned to enhance your performance and your students' and other customers' satisfaction?**
- How do you measure and evaluate your suppliers' performance?
- How do you provide feedback to your suppliers to help them improve?
- How do you deal with poorly performing suppliers?

Safety and Emergency Preparedness

- **How do you provide a safe operating environment?**
- **How does your safety system address accident prevention, inspection, root-cause analysis of failures, and recovery?**
- How do you ensure that your organization is prepared for disasters or emergencies?
- How does your disaster and emergency preparedness system consider prevention, continuity of operations, and recovery?
- **How do you manage innovation?**
- How do you pursue the strategic opportunities that you determine are intelligent risks?
- How do you make the financial and other resources available to pursue these opportunities?
- How do you discontinue pursuing opportunities at the appropriate time to enhance support for higher-priority opportunities?