



## *Criteria for Performance Excellence:* **Malcolm Baldrige Core Values**

Tulsa Public Schools has embarked on a “Journey to Performance Excellence” through which the goal is to improve the quality of education for all students by aligning our organizational efforts with a model of proven quality performance. The Baldrige National Quality Program focuses on performance excellence as an integral part of today's organizational management practices. The award's Criteria for Performance Excellence, used by thousands of organizations as a general performance excellence model, are designed to help deliver ever-improving value to customers, resulting in marketplace success, and improved overall organizational effectiveness and capabilities. The seven criterion categories and the core values focus on requirements that all organizations —especially those facing tough competitive challenges—should understand.

**Criterion 1 – Leadership** examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.

Flexible and responsive with continuous learning and improvement

- creating values and expectations (for our learning communities)
- setting directions (for all stakeholders to clarify expectations)
- projecting a strong customer focus (for our students)
- encouraging innovation (for effective teaching and learning)
- developing and maintaining an effective leadership system (at all levels of the school)
- integrating and measuring these aspects (for data-driven decision-making)

**Criterion 2 – Strategic Planning** examines how the organization sets strategic directions and how it determines key action plans.

- setting strategic direction (for each school according to the TPS vision and mission)
- developing strategic objectives (to direct continuous school improvement)
- guiding/strengthening overall performance/competitiveness (moving good to great)
- converting strategic objectives into action plans (to provide a road map)
- assessing progress relative to action plans (to guide implementation and adjustment)

**Criterion 3 – Customer and Market Focus** examines how the organization determines requirements and expectations of customers and markets; builds relationships with customers; and acquires, satisfies, and retains customers.

- gaining knowledge about current/future customers/markets (students/communities)
- offering relevant products and services (authentically engaging instruction)
- understanding emerging customer requirements and expectations
- keeping pace with changing marketplaces
- building customer relationships
- acquiring new customers
- developing new opportunities
- determining customer dissatisfaction
- capturing actionable information

**Criterion 4 – Measurement, Analysis, and Knowledge Management** examines the management, effective use, analysis, and improvement of data and information to support key organization processes and the organization's performance management system.

- selecting, managing and using data and information for performance measurement and analysis to support planning and performance improvement
- guiding process management toward achievement of key business results and strategic objectives
- ensuring the quality and availability of needed data and information
- knowing how the organization builds and manages its knowledge assets

**Criterion 5 – Human Resource Focus** examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.

- ensuring the organization's work and jobs enable employees and the organization to achieve high performance
- ensuring compensation, career progression, and related workforce practices enable employees and the organization to achieve
- aligning employee education, training, and career development to support achievement of overall objectives and contribute to high performance
- designing employee education, training, and career development to build knowledge, skills, and capabilities
- maintaining a work environment and support climate that contributes to the well-being, satisfaction, and motivation of all employees

**Criterion 6 – Process Management** examines aspects of how key production/delivery and support processes are designed, managed, and improved.

- identifying and managing key processes for creating customer value and achieving business success and growth
- managing key processes that support the value creating process

**Criterion 7 – Business/Organizational Results** examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, operational performance, and governance and social responsibility. The category also examines how the organization performs relative to competitors.

Efficacy and Accountability

- examining customer related results including satisfaction/dissatisfaction and customer-perceived value, key products and service performance results, key financial and marketplace performance results, and human resource results
- contributing to the achievement of organizational effectiveness

Social Responsibility – Ethical behavior and good citizenship

- meeting local, state, federal and all regulatory requirements
- maintaining constant awareness of potential public concerns related to products, services, and operations
- participating in community service

**Tulsa Public Schools Core Goals** are as follows:

- Student Learning and Performance
- Efficient and Effective Operations
- Parent/Guardian and Community Involvement
- Faculty and Staff Focus
- Quality Performance

The Division of Teaching and Learning has primary responsibility for improving student success. However, every division within Tulsa Public Schools has aligned its work to support student learning and performance. Performance excellence is attained through the delivery of continuously improving value to students and other stakeholders which contributes to improved quality education.

Tulsa Public Schools employees are bound by a set of core values and concepts which form a foundation for the integration of key requirements within a results-oriented framework. These values and concepts are the embedded behaviors which transcend our division, our school, our system, and are found in high performing organizations outside education. These core values and concepts have been derived from our work within the Malcolm Baldrige Quality Education criteria and are as follows:

**Core Value/Concept 1 – Visionary Leadership**

Leadership which inspires and motivates school leaders and faculty and provides opportunities for supporting student learning and performance improvement through implementation of research-based best practices and programs, aligned professional development, and creation of performance excellence plans that are aligned and linked across the organization

**Core Value/Concept 2 – Learning Centered Education**

District and school leaders will continue to focus on Tulsa's priority student need: reading and mathematics.

**Core Value/Concept 3 – Organizational and Personal Learning**

Visionary leaders recognize the importance of organizational learning in order to continuously improve the district's approaches and processes. Opportunities for learning and improvement have their sources in the ideas of other people, successful practice of other schools or organizations, and research findings.

**Core Value/Concept 4 – Valuing Faculty, Staff and Partners**

Our success is predicated on the knowledge, skills, creativity, and motivation of faculty, staff, and partners.

**Core Value/Concept 5 – Agility**

A key measure of our success is a faster and more flexible response to the needs of students and stakeholders.

**Core Value/Concept 6 – Focus on the Future**

Tulsa Public Schools needs to anticipate changes as our district planning occurs.

**Core Value/Concept 7 – Managing for Innovation**

Innovation helps the district to improve its services and processes to create new value for stakeholders.

**Core Value/Concept 8 – Management by Fact**

The district has initiated a renewed focus on measurement and analysis of performance, particularly the disaggregation of student performance data.

**Core Value/Concept 9 – Public Responsibility and Citizenship**

The Tulsa Public Schools works toward being a model organization by protecting the health and safety of all customers and stakeholders.

**Core Value/Concept 10 – Focus on Results and Creating Value**

With the inception of the district's Management Plan and Accountability Plan, a renewed focus on measuring key results is in place.

**Core Value/Concept 11 – Systems Perspective**

The Baldrige core values provide a systems perspective for managing our district's organization and achieving excellence.