

SPQA Discovery Program

GLOSSARY

Action Plans - Specific actions taken by your organization to reach its short- and longer-term strategic objectives.

Alignment - A state of consistency among plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses that support key organization-wide goals.

Approach - The methods your organization uses to carry out its processes and which are linked to activities, with the purpose of producing a product or service.

Basic Requirements - The most central concept of a Discovery Discussion Area reflected by bolded text at the beginning of a Discussion Area.

Core Competencies - Your organization's areas of greatest expertise, those strategically important capabilities that are central to fulfilling your mission or that provide an advantage in your marketplace or service environment.

Customer Engagement - Your customers' investment in or commitment to your brand and product offerings. Characteristics of an engaged customer include retention and loyalty, willingness to make an effort to do business with your organization, and willingness to actively advocate for and recommend your brand and product offerings.

Customer Satisfaction - The measure of how well you meet the expectations of your customers concerning the products and services provided by your organization.

Deployment - The extent to which your organization applies an approach in addressing the requirements of a Discussion Area.

Effective - How well a process or a measure addresses its intended purpose.

Goals - Future conditions or performance levels that your organization intends or desires to attain.

How - The systems and processes used by your organization to achieve its mission requirements. In responding to HOW questions in each Discussion Areas include information on your approach (methods and measures) deployment, learning, and integration. In other words, tell your **STORIE** (see page 9 of this Guide).

Maturity - Maturity is how well the organization describes its methods/processes (approaches) or results in the context of the Discussion Area's Basic, Overall, and Multiple Requirements as well as Approach-Deployment-Learning-Integration or Levels-Trends-Comparisons-Integration, respectively. Immature processes are more reactive to problems; mature processes are systematic, effective, and well integrated with other processes and support key strategic and operational goals. Immature results are characterized as, e.g. unfavorable with respect to a goal or comparison, absent of trend data and comparative information, or not significant to the accomplishment of an organization's mission. Mature results show excellence performance levels and trends and show good relative performance against comparisons. Mature results indicate a likelihood of success because they are linked to the organization's mission and its strategic and operational goals.

Measures and Indicators - Objective, numerical information that quantifies the input, output, and performance dimensions of processes, products, programs, projects, services, and the organization's overall outcomes.

Multiple Requirements - These requirements are found within the [Baldrige Excellence Framework](#) Criteria for Performance Excellence. These are the individual questions that are asked in each Area to Address including the first boldface question, which is the most important one in that group. Note: The individual boldface questions are also considered 'overall requirements'.

Overall Requirements - The most important features of a Discovery Discussion Area, as elaborated by the questions directly following the Basic Requirements (shown in boldface text at the beginning of each Discussion Area). These are also the boldface questions that appear at the beginning of the Multiple Requirements within the Criteria for Performance Excellence.

Process - Linked activities with the purpose of producing a product or service for a customer (user) within or outside your organization.

Products and Product Offerings - These terms refer to both the goods and services that your organization offers in the marketplace.

Results - Outputs and outcomes achieved by your organization. Results are evaluated based on current performance; performance relative to appropriate comparisons; the rate, breadth, and importance of performance improvements; and the relationship of results measures to key organizational performance requirements.

Segment - One part of your organization's customer, market, product offering, or workforce base. Segments typically are common characteristics that allow logical groupings. In the Discussion Areas, segmenting refers to disaggregating results data in a way that allows for meaningful analysis of your organization's performance. Understanding segments is critical to identifying the distinct needs and expectations of different customer, market, and workforce groups and to tailoring product offerings to meet their needs and expectations.

Senior Leaders - Your organization's senior management group or team.

Strategic Advantages - Those marketplace benefits that exert a decisive influence on your organization's likelihood of future success. These generally arise from either or both of two sources: (1) core competencies, which focus on building and expanding internal capabilities, and (2) strategically important external resources, which are shaped and leveraged by your organization.

Strategic Challenges - Those pressures that exert a decisive influence on your organization's likelihood of future success. They are generally externally driven, although not always. External strategic challenges may relate to customer or market needs or expectations; internal challenges may relate to capabilities or human and other resources.

Strategic Objectives - The internal or external aims or responses that your organization articulates to address major change or improvement, competitiveness or social issues, and business advantages. They are what your organization must achieve to remain or become competitive and ensure long-term success. Strategic Objectives set your longer-term directions and guide resource allocation and redistribution.

Support Process - Support processes provide support to the workforce engaged in product design and delivery, customer interactions, and business and enterprise management. Examples are: research and development, call center operations, human resources, information technology, procurement, accounting, maintenance, and supply-chain management.

Systematic - Well ordered, repeatable, and exhibiting the use of data and information so that learning is possible. Approaches are systematic if they build in the opportunity for evaluation, improvement, and sharing, thereby permitting a gain in maturity.

Work Process - Your organization's most important internal value-creation processes. They might include product design, production, and deliver; customer support; supply-chain management; business; and support processes. They are the processes that involve the majority of your organization's workforce.

Work Systems - How your organization's work is accomplished, consisting of the internal work processes and external resources you need to develop and produce products, deliver them to your customers, and succeed in your marketplace. Also, all work needed to produce products and related services to create value for customers and achieve organization success.

Workforce - All people actively supervised by your organization and involved in accomplishing your organization's work, including paid employees (e.g., permanent, part-time, temporary, and telecommuting employees as well as contract employees supervised by your organization) and volunteers, as appropriate. Your workforce includes team leaders, supervisors, and managers at all levels.

Workforce Capability - Your organization's ability to accomplish its work processes through its people's knowledge, skills, abilities, and competencies.

Workforce Capacity - Your organization's ability to ensure sufficient staffing levels to accomplish its work processes and deliver your products to customers, including the ability to meet seasonal or varying demand levels.

Workforce Engagement - The extent of workforce members' emotional and intellectual commitment to accomplishing your organization's work, mission, and vision. In general, workforce members feel engaged when they find personal meaning and motivation in their work and receive interpersonal and workplace support.

Note: The majority of these glossary definitions came from the Baldrige Excellence Framework Glossary, 2019.

