



BALDRIGE WORKSHOPS AND APPLICATION SUPPORT – U.S. DEPARTMENT OF TRANSPORTATION, FEDERAL TRANSIT ADMINISTRATION

Coffey Consulting provided Malcolm Baldrige National Quality Program overview training to the Federal Transit Administration Baldrige team and provided technical assistance and facilitation for the development of its Baldrige National Quality Award application submittal.

Coffey reviewed written materials (including any preliminary work) developed by the FTA Baldrige Implementation Committee and its seven subcommittees (one for each of the Baldrige Criteria Categories listed below):

- Leadership
- Strategic Planning
- Customer and Market Focus
- Measurement
- Analysis and Knowledge Management
- Human Resources
- Process Management and Business Results

Our review included an analysis of the strengths and weaknesses of the preliminary application package and materials that were already completed by FTA. Further, the review assessed the extent of progress already made by the subcommittees and how the work of the subcommittees was being integrated to develop a holistic application. After providing the assessment and training to FTA, Coffey focused on the initial and final drafts of the Baldrige application that continuously improved in breadth, depth, linkage, clarity of purpose and game plan, and understandability.

Coffey conducted workshops on the Baldrige Criteria for Excellence with special emphasis on what are the requirements for non-profit/government agencies seeking to apply for the Baldrige Award, scoring guidelines and the typical format for Baldrige applications. A facilitated workshop was conducted to complete the first draft FTA mock-up of a completed Baldrige application, based on (incomplete) information and data compiled by attendees prior to convening for the workshop. Subcommittee breakout sessions were held to brainstorm how FTA meets the Criteria, including potential Strengths and Opportunities for Improvement in each Item. This information formed the basis of an outline for the writing of the application, with the Strengths being emphasized, and the Opportunities for Improvement serving as areas to research for further information.

Coffey tested the application throughout the development process for reasonableness. These tests were conducted periodically with two groups of people: the senior executive team and customer-contact or individual contributor employees. These served as “reality checks” to determine whether the application as written reflects the way the organization was run, and it is an opportunity for the senior management to immediately grow and improve the organization.

