

## Key for Comment Examples

Please note the following color coding that you will see in the comment samples.

KEY	
Blue =	Criteria requirements
Red =	Key factors (or) Applicant's language (or) Feedback meaningful for the applicant
Green =	Evaluation factors (or) Insights on the applicant's maturity
Magenta =	Baldrige Core Value



## *Process Strength Comment*

To carry out its strategic planning, the organization uses a systematic, biennial 12-step Strategic Planning Process (Figure 2.1-1) that involves community leaders, volunteers, member agencies, and donors. The organization determines its strategic challenges in the “Current State” step, and it includes inputs from the SWOT Analysis and Environmental Scan. The SPP was initiated in 1997 and restructured in 2004 as a result of benchmarking analyses of food banks and other nonprofit organizations.



## *Process Strength Comment – Evaluation Factors (ADLI)*

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## *Process OFI Comment*

While board members are representative of the organization's stakeholders, a systematic, transparent approach is not evident for selecting board members. Without such as approach, the organization may not be fully demonstrating its value of trust and building confidence in its integrity by everything it does. .



## *Process OFI Comment – Evaluation Factors (ADLI)*

While board members are representative of the organization's stakeholders, a systematic, transparent approach is not evident for selecting board members.[A] Without such as approach, the organization may not be fully demonstrating its value of trust and building confidence in its integrity by everything it does. .



## *Results Strength Comment*

Results demonstrate positive trends in meeting the requirements and exceeding the expectations of customers for the past three years. Nutritional value and overall food variety (Figure 7.1-5) improved from a rating of 6 (on a 10-point scale) in 2005 to approximately 7 in 2006, approaching the state-best level of 8. From 2003 to 2006, the applicant's On-Time Food Delivery to Member Agencies (Figure 7.1-6) increased from approximately 45% to more than 90%; these results are the best for the IFBA in 2006 and are approaching the FBA best. These results indicate the applicant's success in addressing its customer requirements of quality and variety of food, timeliness, and continuity of service.



## *Results Strength Comment – Evaluation Factors (LeTCI)*

Results demonstrate positive trends [T] in meeting the requirements and exceeding the expectations of customers for the past three years. Nutritional value and overall food variety (Figure 7.1-5) improved from a rating of 6 (on a 10-point scale) in 2005 to approximately 7 in 2006 [T], approaching the state-best level of 8 [C]. From 2003 to 2006, the applicant's On-Time Food Delivery to Member Agencies (Figure 7.1-6) increased from approximately 45% to more than 90% [T]; these results are the best for the IFBA in 2006 and are approaching the FBA best [C]. These positive results indicate the applicant's success in addressing its customer requirements of quality and variety of food, timeliness, and continuity of service.



## *Results OFI Comment*

Limited or no results are provided for several measure of workforce engagement related to the annual employee and volunteer survey. For example, while the applicant notes that it received a rating of 9 in 2008 for overall employee satisfaction (Figure 2.2-2), no trended data are provided for this measure. In addition, results are not presented for issues include in the survey amendment for employees, such as pay equity and support for career development. These gaps may make it difficult for the organization to evaluate its effectiveness of its workforce services and benefits or to meet its strategic challenge to optimize human resources.



## *Results OFI Comment -- Evaluation Factors (LeTCI)*

Limited or no results [L] are provided for several measures of workforce engagement related to the annual employee and volunteer survey. For example, while the applicant notes that it received a rating of 9 in 2008 for overall employee satisfaction (Figure 2.2-2), no trended data [T] are provided for this measure. In addition, results are not presented [Le] for issues include in the survey amendment for employees, such as pay equity and support for career development. These gaps may make it difficult for the organization to evaluate its effectiveness of its workforce services and benefits or to meet its strategic challenge to optimize human resources.



## *Key Theme – Section A (Process Strength) Comment*

The applicant demonstrates management by fact in its systematic use of a variety of strategic planning and knowledge management approaches. These include the FOODS Balanced Plate Scorecard (Figure 4.1-1), scheduled performance reviews of Harvest metrics, Baldrige-based self-assessments, SWOT Analyses, and Environmental Scans, as well as technological advances such as FoodAnswers and the Rapid Inventory Control Enterprise (RICE) system. The Balanced Plate Scorecard is built on the organization's mission and key success factors and is linked to strategic objectives and action plans.



## *Key Theme – Section A (Process Strength) Comment*

The applicant demonstrates **management by fact** in its systematic use of a variety of **strategic planning and knowledge management approaches [A]**. **These include the FOODS Balanced Plate Scorecard (Figure 4.1-1), scheduled performance reviews of Harvest metrics, Baldrige-based self-assessments, SWOT Analyses, and Environmental Scans, as well as technological advances such as FoodAnswers and the Rapid Inventory Control Enterprise (RICE) system. The Balanced Plate Scorecard is built on the organization's mission and key success factors and is linked to strategic objectives and action plans [I].**



## ***Key Theme – Section D (Results OFI) Comment***

Although the organization segments its data for several measures, it does not use segmentation in many results related to its vision of Iowa's heartland as hunger-free. For example, most of the product outcomes presented are not segmented by product offerings, customer groups, or market segments, and most workforce-focused results are not segmented to address the diversity of the organization's workforce or its various workforce groups (e.g., employees, core volunteers, general volunteers, and students and fellows). Lack of segmentation may limit the applicant's ability to identify and focus its resources on those groups and areas most in need of improvement.



## ***Key Theme – Section D (Results OFI) Comment***

Although the organization segments its data for several measures, it does not use segmentation in many results related to its **vision of Iowa's heartland as hunger-free [I]**. For example, most of the **product outcomes** presented are not **segmented by product offerings, customer groups, or market segments**, and most **workforce-focused results** are not **segmented to address the diversity of the organization's workforce or its various workforce groups** (e.g., **employees, core volunteers, general volunteers, and students and fellows**)[I]. Lack of segmentation may limit the applicant's ability to identify and focus its resources on those groups and areas most in need of improvement.

