

NC STATE UNIVERSITY

Collaborative Assessment: Day 1

DESIRED OUTCOME (S): Through interactive instruction during a 4-5 hour *Collaborative* training session, participants will be able to:

1. Understand the performance excellence journey by adopting the use of the Baldrige criteria as a framework for excellence;
2. Demonstrate an understanding of the Baldrige criteria through examination, interpretation, and application to their organization; and
3. Analyze the strengths and opportunities for improvement in the their organization for leadership, strategic planning, customer focus, measurement, analysis, and knowledge management, workforce focus, operations, focus, and results.

WHAT	HOW	Time
Understand the North Carolina Awards for Excellence (Level 1): Collaborative Assessment Day 1	Welcome Introductions: 2 truths & a lie. Present snapshot of collaborative process. Q&A	20'
Understand the systematic components of an integrated management system.	Present the Baldrige burger. Discuss the meaning of systematic, what, & how.	10'
Understand and apply the basic item requirements for 1.1 Leadership: How senior leaders lead? 1.2 Governance & Societal Responsibility: How do you govern and fulfill societal responsibilities?	Break into 5/6 partners. 1. Review the assigned area to address. 2. Capture the essence of the criteria and 1 organizational example. 3. Write it down. 4. Report out. Present examples. 5. <i>Individually complete the self-analysis worksheet for category 1.</i>	30'
Understand and apply the basic item requirements for 2.1 Strategy Development: How do you develop your strategy? 2.2 Strategy Implementation: How do you implement your strategy?	Break into 4/7 teams. Repeat process. <i>Individually complete the self-analysis worksheet for category 2</i>	30'
Understand and apply the basic item requirements for 3.1 Voice of the Customer: How do you obtain information from your customers?	Break into 5/6 teams. Repeat Process <i>Individually complete the self-analysis worksheet for category 3</i>	30'

<p>3.2 Customer Engagement: How do you engage customers to serve their needs and build relationships?</p>		
<p>Understand and apply the basic item requirements for 4.1 Measurement, Analysis, and Improvement of Organizational Performance: How do you measure, analyze, and then improve organizational performance?</p> <p>4.2 Measurement of Information, Knowledge, and Information Technology: How do you manage your information, organizational knowledge, and information technology?</p>	<p>Break into 8/5 teams. Repeat Process <i>Individually complete the self-analysis worksheet for category 4</i></p>	<p>30'</p>
<p>Understand and apply the basic item requirements for 5.1 Workforce Environment: How do you build an effective and supportive workforce environment?</p> <p>5.2 Workforce Engagement: How do you engage your workforce to achieve organizational and personal success?</p>	<p>Break into 6/8 teams. Repeat Process <i>Individually complete the self-analysis worksheet for category 5</i></p>	<p>30'</p>
<p>Understand and apply the basic item requirements for 6.1 Work Systems: How do you design, manage, and improve your work systems?</p> <p>6.2 Work Processes: How do you design, manage, and improve your key work processes?</p>	<p>Break into 5/5 teams. Repeat Process <i>Individually complete the self-analysis worksheet for category 6</i></p>	<p>30'</p>
<p>Understand and apply the basic item requirements for 7.1 Product and Process Outcomes 7.2 Customer-focused Outcomes 7.3 Workforce-focused Outcomes 7.4 Leadership and Governance Outcomes 7.5 Financial and Market Outcomes</p>	<p>Break into 5 teams. Repeat Process <i>Individually complete the self-analysis worksheet for category 7</i></p>	<p>30'</p>
<p>Assign Homework</p>	<p>Read Core Values & Narrative Section</p>	<p>60'</p>
<p>Meeting Evaluation</p>	<p>Plus/Delta</p>	<p>5'</p>

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Collaborative Assessment: Day 2

DESIRED OUTCOME (S):

1. Prioritized list of opportunities for improvement
2. Step 1 in performance improvement methodology

WHAT	HOW	Time
Welcome	Introductions Logistics Parking Lot Q&A	15'
Complete Round 1: Categories 1,2,3 Complete Round 2: Categories 4,5,6	<ol style="list-style-type: none"> 1. Break into 3 teams. 2. High level review of 3 categories. Record on chart paper. 3. Discuss Strengths and Opportunities for Improvement (OFIs). Remove duplicates. Consensus. Record on chart paper. 4. Report out. 5. Group discusses, asks for clarification, discusses, consensus. 6. Rank OFIs using light voting tool. 	180'
Complete Round 3: Results Categories	<ol style="list-style-type: none"> 1. High level review of results. . Record on chart paper. 2. Discuss Strengths and Opportunities for Improvement (OFIs). . Remove duplicates. Consensus. Record on chart paper. 3. Map results to categories. 4. Group discusses, asks for clarification, discusses, consensus. 5. List all results needed on final report. 	90'
Understand areas for improvement in leadership, strategic planning, customer focus, measurement, analysis, and knowledge management, workforce focus, operations focus, and results.	<ol style="list-style-type: none"> 1. Using the self-analysis worksheet, for each Category record the top 3 Opportunities for Improvements (OFIs) 2. Designate a champion for each item. 3. Follow this process for each category. 	30'
Understand initial steps in continuous improvement.	<ol style="list-style-type: none"> 1. Discuss models. 	60'
Meeting Evaluation	Plus/Delta	10'

**VILLAGE OF PINEHURST
VILLAGE COUNCIL
RETREAT
December 1 & 2, 2011**

**395 MAGNOLIA ROAD
ASSEMBLY HALL
PINEHURST, NORTH CAROLINA
9:00 A.M.**

The Pinehurst Village Council held a Retreat at 9:00 a.m., Monday, December 1 & 2, 2011 in the Fair Barn, 200 Beulah Hill Road, Pinehurst, North Carolina. The following were in attendance:

Ms. Nancy Roy Fiorillo, Mayor
Mr. Douglas A. Lapins, Mayor Pro-Tem
Mr. John R. Cashion, Councilmember
Mr. Mark W. Parson, Councilmember
Mr. John C. Strickland, Councilmember
Mr. Andrew M. Wilkison, Village Manager
Ms. Natalie Dean, Assistant Village Manager
Mr. Jeff Batton, Assistant Village Manager
Ms. Andrea Correll, Director of Planning and Inspections
Ms. Angela Kantor, Director of Human Resources
Mr. Carlton Cole, Fire Chief
Mr. Earl Phipps, Police Chief
Mr. Jason Whitaker, Director of Information Technology
Mr. John Frye, Director of Financial Services
Ms. Linda Brown, Village Clerk
Mr. Mark Wagner, Director of Parks and Recreation
Mr. Randy Kuhn, Director of Fleet Maintenance
Mr. Walt Morgan, Director of Public Services
Ms. Deb Manzo, Facilitator

1. Call to Order/ Introductions/Welcome.

Mayor Nancy Roy Fiorillo called the retreat to order and welcomed everyone. Assistant Manager Natalie Dean introduced facilitator Dr. Deb Manzo from the NC State Industrial Extension Service.

2. Purpose and Objectives.

Assistant Manager Natalie Dean explained that at the end of the retreat participants will be knowledgeable of the seven Malcolm Baldrige performance excellence criteria. They will also have a list of organizational strengths and prioritized opportunities for improvement that they will jointly develop.

3. Exercise to Understand the Systematic Components of an Integrated Management System.

The Council and Senior Staff divided into small groups to capture the essence of the criteria for performance excellence for each of seven categories. They then listed organizational examples, both strengths and opportunities for improvement from the Pinehurst business model. The seven categories are: Leadership; Strategic Planning; Customer Focus; Measurement, Analysis, and Knowledge Management; Workforce; Operations; and Results. (Copy of the 2011-2012 Criteria for Performance Excellence from the Malcolm Baldrige Performance Program is in the Minute File.)

4. Exercises to Prioritize the Opportunities for Improvement.

The Council and Senior Staff divided into small groups to prioritize the opportunities for improvement list from the previous exercise. Then the entire group voted to develop a prioritized composite list.

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5. Council discussion of Priorities.


The new Council discussed various topics identified from interaction with the community during the recently completed campaigns. The prioritized the list on a scale of 1-5 and identified those that need to be addressed prior to the 2014 US Open. (Copy of Notes from Council discussion including the prioritized list of topics is in the Minute File.)

6. Adjournment.

The retreat adjourned at 5:00 p.m.

NOTE: Summary notes from the retreat which include results of activities are found in the Minute File. These were provided by the facilitator after the retreat.

Respectfully Submitted,


Linda S. Brown, CMC
Village Clerk

Village of Pinehurst

Notes from December 1-2, 2011 Council Discussions after NCAfE Retreat

After the NCAfE Retreat on December 1st and 2nd the new Village Council discussed various topics and identified their priorities. Each individual Council member rated each item on a scale of 1-5 in terms of importance. This document summarizes that discussion.

The topics identified by the Council (in order of priority based on their ratings), along with discussion notes, follow. All items listed in **bold** were identified by Council as those that needed to be addressed prior to or in relation to the **2014 US Open**:

1. **Determine how we will address the National Park Service about the Village Green; Village Green lawsuit; Pervious Pavement for parking lot (2014) :**
 - Consider getting a historian to work with the NPS (someone who has a good relationship with NPS)
 - Village Chapel's role in the controversy
 - This is an opportunity for dialogue with stakeholders (Chapel, Library, NPS, etc.)
 - Have discussions only after we've identified the appropriate persons and Village's official position
 - Includes parking and Village Chapel expansion
 - The naysayers have set the tone of the debate, Village needs to make our pitch about what we have done to preserve the historic character of the VOP (Need to reach out and give the NPS a carrot)
 - Critical to get this done because of 2014 Open
 - We need several quivers in our bow, and have a collaborative approach
 - New Council members need to review all of the NPS correspondence; need to take the time and have a positive approach
2. **Review current priorities vs new priorities for 2014 (2014)**
3. **Gateways and Branding (2014)**
4. **Evaluate if we want to change out traffic signal cross arms to new decorative style at other intersections in the Village to provide consistency with Hwy 211 signals and others in town already (2014)**
5. **Pride in Ownership - maintaining public property at a higher standard (ex: removal of shrubs in ROW) (2014)**
6. **Market Pinehurst as historical district & resort area (2014)**
7. **DOT work in the center and islands of the Traffic Circle (2014):**
 - This package is scheduled to come to Council in January
8. **Backwards map tasks needed to prepare the Village for the 2014 US Opens (2014):**
 - Need to start building relationship w/USGA officials, etc.
9. **Determine the Village presence needed inside the gate at 2014 Open (2014):**
 - Not referring to emergency services, but the Village as a whole
10. **Vehicular Transportation/Working with DOT on transportation planning:**

Village of Pinehurst

Notes from December 1-2, 2011 Council Discussions after NCAfE Retreat

- Work with DOT, Partners in Progress, and the Village's Streets & Grounds Dept
 - Look at connectivity
 - Need a Council presence
 - Utilize state representatives to the extent possible
 - Use data to support our position (i.e. traffic studies)
11. County redistricting – this will affect how Co. Commissioners are elected & who they represent – need to create an alliance with Aberdeen and Southern Pines:
- Redistricting will be discussed at the 12/13 Moore Co. Commissioner's meeting
 - Filing is in Feb.
12. Water system/water supply:
- How does Pinehurst influence decision making commensurate with our usage?
 - Should we buy the system or be a part of a regional system
 - Need to recognize that we can't resolve this by ourselves
 - What is it that we can do?
 - Should continue to participate in the Summit
 - Need the County to determine what they are going to do
 - Don't be too quick to buy the system or we will overpay for it
13. If we want to be a quality Shopping Location - Determine if we need parking lots vs. a parking garage (Carriage House) - Need an urban planner to help with this:
- This is post 2014
 - How does this relate to the Performing Arts feasibility study
 - How does this relate to the Vision for the Village Center
14. Enhance ongoing relationships with intergovernmental agencies, the Resort, county, DOT, etc. - more engagement benefits us and them:
- Once a quarter we will meet with key stakeholders
15. Status of the Traditions project - density:
- Has to follow the special use permit process - expect to have 50 units
 - Designing now - think we'll have it in 4-6 months
 - Consider converting it into an exercise station temporarily
16. Connectivity of neighborhoods to Village - non-vehicular transportation modes/methods:
- Pedestrian access (walking/biking)
17. Streaming Live video/audio of Council meetings on the website
18. Allow golf carts on greenway trails (Donald Ross/Pinewild areas impacted):
- Can we use the RR track corridor as an option for golf carts?