**Explaining the data**

This assignment uses part of data from the Baldrige scoring process collected by the National Institute of Standards and Technology (NIST) for years 1990 to 2006. The Malcolm Baldrige National Quality Award (MBNQA) is considered as one of the most powerful catalysts of quality and organizational performance excellence in the United States, and it has had significant influence throughout the world. This data consists of performance evaluation scores of organizations from different sectors (variable “sector”) like (1) **manufacturing, (2) services, (3) small business, (4) education, (5) healthcare, and (6) nonprofit** from 1990 to 2006. The dataset has scores on 7 categories that include **(1) leadership; (2) strategic planning; (3) customer focus; (4) measurement, information and analysis; (5) workforce focus; (6) process management; and (7) results.** In turn, these categories may have subcategories and the Criteria has sometimes added, discontinued or modified subcategories over time.

There is a variable “slnoskm17mar11” that simply provides a unique rowname to each observation. The variable “applicant” is applicant number within a particular year. There is another variable called “permanentid” that has an identifier for organizations to identify them uniquely over time if they appear in the data more than once.

Note that the scores are assigned by multiple volunteer examiners for each subcategory. We have individual (median) scores and consensus scores from the examiners. **Prefix “i”** in the column names tells us that this score is the median value of the all individual scores given by the individual examiners for the specified category and subcategories. **Prefix “c”** means that the score is a consensus scores received by an organization. In early years, the consensus score were provided only if the organization scored above a certain cut-off value.

For example,

i1.1score : Individual median score for 1st subcategory in Leadership,

i1.max : It is the maximum possible score for 1st subcategory in Leadership

icat1total: Total score for category 1, which is the summation of all individual subcategory scores.

icat1max: Max possible score for category 1, which is the summation of all individual max scores

iirtotal: Total of all category scores from 1 to 7

iirmax: Max possible total score across categories 1 to 7

The same naming scheme is followed for consensus score as well.