



February 2009

Update

2008 AWARD RECIPIENTS ANNOUNCED

On November 25, 2008, President George W. Bush and Commerce Secretary Carlos M. Gutierrez announced the 2008 recipients of the Malcolm Baldrige National Quality Award, the nation's highest Presidential honor for organizational performance excellence and innovation. The recipients included one manufacturing organization, one health care organization, and one education organization.



CARGILL CORN MILLING NORTH AMERICA (CCM), a business unit within privately held Cargill Inc., is a manufacturer of corn- and sugar-based products serving the food, feed, and fermentation markets. CCM's products include corn syrup, high-fructose corn syrup, sugar, corn oil, and dry corn ingredients; gluten feed and meal; and ethanol, acidulants, and industrial starches. CCM delivers its 60-plus products to more than 3,000 customers.

IREDELL-STATESVILLE SCHOOLS (I-SS) is a K–12 public school system located in southwestern North Carolina within a diverse community and economy. I-SS offers a variety of courses and educational programs to meet student needs, including heterogeneously grouped classrooms, two at-risk/behavior schools, and virtual and early college settings. The system also offers dual-enrollment courses in partnership with a local community college and short-term alternative-site placement programs.



POUDRE VALLEY HEALTH SYSTEM (PVHS) is a locally owned private, nonprofit health care organization serving the residents of northern Colorado, western Nebraska, and southern Wyoming. Founded in 1925, PVHS provides a full spectrum of health care services through two hospitals in Colorado (Poudre Valley Hospital in Fort Collins and the Medical Center of the Rockies in Loveland) and a network of clinics and care facilities.

"Congratulations to the 2008 recipients of the Malcolm Baldrige National Quality Award," said President Bush. "I appreciate the honorees for your determined efforts to add to the strength and vitality of our country. Your good work reflects the true spirit of our Nation."

"I am pleased to join President Bush in announcing these three outstanding organizations that have been named to receive this year's Baldrige Award," Secretary Gutierrez said. "Quality, innovation, and competitiveness are essential to maintaining America's global leadership and providing our citizens with world-class products, health care, and education. Each of the recipients we honor today serves as a role model embodying the values of excellence, principled leadership, and commitment to employees, customers, partners, and community."



Update Your Contact Information before the Award Ceremony

The Baldrige Program anticipates a spring 2009 date for the ceremony honoring the 2008 Award recipients. All invitees will be notified via e-mail as soon as we have information from the White House on the date. Please notify Suzana Weaver at suzana.weaver@nist.gov or (301) 975-4219 of changes to your e-mail or postal address as well as your telephone or fax number.

Members of the Board of Examiners will be invited to all major events held in conjunction with the Award ceremony. An Examiner's spouse or friend may attend two of the events: the reception that takes place the night before the Presidential Ceremony and the Examiner Recognition Ceremony; however, additional guests are not permitted at the Presidential Ceremony.

Award Eligibility Expanded

For 2009, the Baldrige Program has simplified the basic eligibility requirements for Award applicants, permitting a broader spectrum of organizations to apply for the Award. Specifically, internal suppliers and support functions are no longer excluded from applying as long as the applicant organization consists of at least 500 employees, staff members, and/or faculty members and meets the other eligibility requirements. Previous applicants who are deemed ineligible in 2009 based on these changes may still apply for the Award during a two-year grace period. For more information, see the *2009 Baldrige Award Application Forms* (www.baldrige.nist.gov/Award_Application.htm).

2009 Award Application Deadlines

Please note the following submission dates for applications for the 2009 Malcolm Baldrige National Quality Award:

- March 2: Eligibility Certification Packages with a nomination to the Board of Examiners due
- April 7: All other Eligibility Certification Packages due
- May 7: Award Application Packages submitted on CD due
- May 21: Award Application Packages submitted in hard copy due

For other dates relating to the Award process, Examiner training, and conferences, see the 2009 Baldrige Process Calendar at www.baldrige.nist.gov/Calendar.htm.

The Quest for Excellence® XXI: Even Better This Year!



The official conference of the Malcolm Baldrige National Quality Award, The Quest for Excellence (QE) XXI, will be held April 19–22 at the Hilton Washington in Washington, D.C. This annual conference provides a forum for Award recipients to share their exceptional performance practices with worldwide leaders in business, education, health care, and nonprofit organizations. QE XXI will showcase the 2008 Baldrige Award recipients and feature former Award recipients from all sectors.

In addition to the many learning opportunities usually offered at QE, this year's conference features a number of new offerings and sessions. For the first time, the Program is teaming with two-time Award recipient The Ritz-Carlton Hotel Company, LLC, to offer QE attendees the opportunity to experience the company's approach to societal responsibility by participating in a volunteer activity on Sunday, April 19. The experience is modeled after the Community



Footprints program offered by Ritz-Carlton through its hotels. Through this program, guests participate in volunteer activities in support of local nonprofit organizations focused on hunger and poverty relief, the well-being of disadvantaged children, or environmental conservation.

Simon Cooper, the President and Chief Operating Officer of Ritz-Carlton, will deliver the QE keynote address, and Terry May, President of 2006 Award recipient MESA Products, Inc., will close the conference with insights on how organizations can move forward in their quality journeys. In new open microphone sessions, we'll pick the Baldrige-based topics, and you'll share your knowledge and discover other organizations' best practices.

Update

Other new QE features include shared registrations, a LinkedIn® online forum, and more networking opportunities. In addition, we'll be going greener at the conference and asking attendees to do the same.

The National Institute of Standards and Technology (NIST), the American Society for Quality (ASQ), and the American Society for Training and Development cosponsor the conference in conjunction with the Foundation for the Malcolm Baldrige National Quality Award. For details and updates on QE, see www.nist.gov/baldrige.

2009–2010 Criteria Changes Address Customer Focus, Core Competencies, and Sustainability

With each update of the Criteria for Performance Excellence, the Program must balance two considerations: (1) the need for Criteria that are at the leading edge of validated management practice to help users address the increasingly complex challenges they face and (2) a desire for the Criteria to remain stable to provide users continuity in their performance assessments. Continuing its efforts to balance these needs, the Program is moving to a formal two-year revision cycle starting in 2009, making this update the 2009–2010 Criteria for Performance Excellence.

The most significant revisions address three areas: (1) customer focus, (2) organizational core competencies, and (3) sustainability and societal responsibilities.

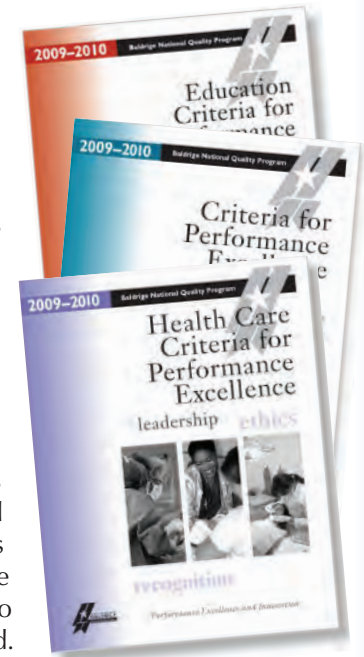
The concept of customer engagement has received increasing attention as organizations compete in a global marketplace and competitive local markets. The Criteria questions probe your ability to identify and deliver relevant product offerings; relevant educational programs, offerings, and services; or relevant health care service offerings to customers now and in the future. The questions ask about your organization's customer culture and how it contributes to customer engagement. The questions probe how you listen to the voice of the customer and, more importantly, how you use the information gathered. Is your organization customer focused?

While core competencies were introduced as an important concept in the 2007 Baldrige Criteria, their strategic significance was not fully exploited. The Criteria questions now probe the relationship of core competencies to your organization's mission, strategy, and sustainability. Is your organization competent in the areas that will deliver its sustainability?

Leading organizations are paying increased attention to the sustainability of their environmental, social, and economic systems. The Criteria questions probe how you contribute to the well-being of these systems and what your contributions have been. Is your organization fulfilling its societal responsibilities?

The most significant changes in the Criteria and the Criteria booklet are as follows:

- The number of Areas to Address has increased from 37 to 41; the number of Criteria Items remains unchanged at 18, plus 2 in the Preface: Organizational Profile.
- The Preface: Organizational Profile now includes core competencies as a key characteristic of your organizational environment.
- Category 1, Leadership, includes an enhanced focus on sustainability and societal responsibilities and the senior leaders' role.
- Category 2, Strategic Planning, introduces core competencies as a strategic concept.
- Category 3, Customer Focus, has been redesigned around customer engagement and the voice of the customer.



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- Category 4, Measurement, Analysis, and Knowledge Management, separates but emphasizes both the importance of information and knowledge management and the management of information technology and systems.
 - Category 5, Workforce Focus, has been simplified to add clarity and focus to important aspects of workforce engagement.
 - Category 6, Process Management, has been reorganized for a more logical flow of the questions.
 - Category 7, Results, has been aligned with the changes in Categories 1–6.
 - The Core Value previously related to social responsibility has been retitled and rewritten to reflect the larger sustainability concepts embodied in societal responsibility.
 - Three terms have been added to the Glossary of Key Terms: customer engagement, voice of the customer, and work processes. In addition, the definition of sustainability has been expanded to reflect societal aspects of organizational sustainability.
 - The Results Scoring Guidelines address performance projection expectations in each scoring range. Also, performance projections are included in the sample results figure presented in the Guidelines for Responding to Results Items.

Examiner Selection for the 2009 Board of Examiners Underway

The application for the 2009 Board of Examiners closed on January 6. Hundreds of applications were submitted, and the Program thanks you for your continuing interest and commitment. The selection process is now underway; notification letters will be sent out the week of March 24.

Examiner Training Update

Examiner training for 2009, currently under design and development, will incorporate the rich feedback received from 2008 training participants as the Program continues to look for opportunities to adjust methods and materials to better meet your learning needs. Classroom training will take place in May on the NIST campus in Gaithersburg, Maryland.

Attention 1999 Baldrige Examiners

The Baldrige office has discovered a limited number of 1999 Examiner pins. If you served on the Board of Examiners in 1999 and either did not get a pin or have lost your pin, you may request one by sending an e-mail with your current mailing address to nqp@nist.gov. We will distribute the pins on a first-come, first-served basis until March 6, 2009.

2009 Regional Conferences in Milwaukee and Cambridge

The 2009 Baldrige Regional Conferences will be held Tuesday, September 15, at the Hyatt Regency Milwaukee in Milwaukee, Wisconsin, and Friday, October 2, at the Hyatt Regency Cambridge in Cambridge, Massachusetts.

The conferences, cosponsored by MassExcellence, the Wisconsin Forward Award, the Alliance for Performance Excellence, the Foundation for the Malcolm Baldrige National Quality Award, and NIST, will feature remarks from current and former Baldrige Award recipients. Preconference workshops for Baldrige beginners will be offered on September 14 in Milwaukee and on October 1 in Cambridge.

Conference registration will open in June 2009. Check www.nist.gov/baldrige in June for information on registration, accommodations, and the conference schedule.

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Update

The Baldrige Award Administrator Role

The Baldrige office periodically receives questions on the role of the Award Administrator, currently ASQ, and the reasons for this role. ASQ works under a multiyear contract with NIST to assist in administering the Award Program. The role of the Administrator was created by the law establishing the Baldrige Award (Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987). The law specifies that the Administrator must be a broad-based nonprofit entity that is a leader in the field of quality management and has a history of service to society. The Administrator is a part of the private component of the public-private partnership that makes up the Baldrige National Quality Program; the contract is funded by the Foundation for the Malcolm Baldrige National Quality Award.

Because the many administrative aspects of managing the Award process require more staff members than the Baldrige office has, ASQ performs a number of tasks. For many of you, the most obvious role that you may notice in the coming year is ASQ's distribution of Award applications to Examiners, its assistance in obtaining reimbursement for Examiners from the Baldrige Foundation, and its assistance with arrangements for site visits. Other tasks performed by ASQ include assisting with negotiating contracts for the printing of publications, contracting for the Award Ceremony, and helping with other aspects of the Award process, including compilation of Examiner scoring data.

The 2009 Award process marks the final year of the current contract with ASQ. NIST will soon be announcing in the *Federal Register* a competitive solicitation for the next five-year contract.

Strategic Planning at the Baldrige Program

The Baldrige Program has been working on the next version of its strategic plan. In preparation, the Program assessed its environment and collected information and feedback from all key stakeholder groups, including many of you. We are now developing action plans to deploy the five strategic objectives below, which were recently endorsed by the Board of Overseers:

1. Develop effective product offerings for the focus areas of education, health care, and nonprofit organizations, and senior executives across all sectors of the U.S. economy
2. Develop a STEM (science, technology, engineering, and mathematics) initiative
3. Develop a research initiative
4. Leverage the Baldrige brand through key strategic partnerships
5. Optimize our work system for performance and workforce engagement

As the strategic planning process continues, we will share developments with the Baldrige community. If you have questions or comments about the plan, please direct them to Baldrige Program Deputy Director Jeff Lucas (jeff.lucas@nist.gov).

Baldrige Brand Positioning Statement

Thanks to those of you who responded to the Baldrige Program's Brand Positioning Statement Survey in early December. The response was overwhelming, and we have taken your comments into consideration. Here is the Program's brand positioning statement, shortened and slightly modified based on your collective feedback:

Baldrige Is Performance Excellence: Organizations Achieve and the U.S. Succeeds.

The survey was part of a larger effort to better brand the Program based on feedback from numerous stakeholders. The first part of the initiative was an external assessment by a consultant with knowledge of the Program and extensive branding experience. The review identified ways to improve the effectiveness of the Program's messaging and promotional materials relative to other organizations in the quality and performance excellence field, and one recommendation was for the Program to develop a brand positioning statement. The Program plans to conduct formal market research and testing this year.

The brand positioning statement will appear on the Program's redesigned Web site (see the related article below) and will serve as a guide in other marketing communications. The statement will help ensure that the Program's messages are consistent across multiple platforms and convey the benefits and unique advantages of Program participation.

Changes Coming to the Baldrige Web Site

As part of a larger NIST-wide effort, the Baldrige Program is redesigning its Web site, with the new design slated to roll out this year. The redesigned site will offer users two benefits. First, the home page will feature content organized by industry/sector and by Criteria knowledge level (beginner to applicant), with the intention of increasing ease of navigation. Second, the site will incorporate interactive elements such as video clips; podcasts; a performance excellence newsletter; and ways to sign up for e-mail lists, request materials or speakers, and give feedback.

Baldrige Office on the Road

The Baldrige Program exhibited at a number of conferences in late 2008, including the Association for Manufacturing Excellence Annual Conference in Toronto, Canada; the National Quality in Education Conference in Reno, Nevada; and The Institute for Healthcare Improvement National Forum on Quality Improvement in Health Care in Nashville, Tennessee.

In early 2009, the Program plans to exhibit at the Conference on Quality in the Space and Defense Industries in Cape Canaveral, Florida (March 16–17), and the American College of Healthcare Executives Congress on Healthcare Management in Chicago, Illinois (March 23–26). We hope to see some of you at these events!

What Does "Quality for Life" Mean to You?

What does "quality for life" mean to you as a quality professional and as a human being? Kay Kendall finds multiple layers of meaning in her own answers to this question, and she asks you to join her in exploring this topic on the ASQ-sponsored blog, Quality for Life: Making a Difference in Your Life, Your Community, and Your World. Please post your stories and ideas at www4.asq.org/blogs/quality-life.

Many thanks to ...

... Our Examiner Ambassadors

Thanks to the following Examiners or former Examiners, who reported outreach efforts between early September and late December: Jackie Beede, Maryann Brennan, Elaine Edgar, Michael Flanagan, Julia Gabaldon, Kathleen Goonan, Elizabeth Holden, Kay Kendall, Mike Langridge, Tom Mauro, Joellen Murphree, Mike Rudolf, Kathy Sealana, Vijay Shah, Jack Swaim, Frank Toda, John Vinyard, and Patrick Winters.

If you have conducted outreach on behalf of the Baldrige Program and wish to be recognized, please report your activities to the Outreach and Communications Team via fax at (301) 948-3716 or e-mail at nqp@nist.gov.

... and Examiner Recruiters

The Baldrige Program deeply appreciates all the ways in which you promoted the opportunity to apply for the 2009 Board of Examiners. The following people answered the call to distribute a message via e-mail list, newsletter, or other communication within their organization or professional association: Christopher Ahoy, Jeri Baird, Diane Bergschneider, Sherry Bright, Harriet Browning, Rick Christiansen, Susan Custis, Celeste Derheimer, Jennifer Dewey, Gail Eubank, Melanie Eyman, John Finan Jr., Thom Freyer, Terri Friel, Anwar Ghali, MJ Hall, Tamela Hawley, Laura Kinney, Donald Lighter, Darlene Long, Alicia Muhammad, Tim Olson, MaryAnn Pranke, Peter Radcliffe, Mike Rudolf, Bob Scanlon, Mark Schmidt, Judy Schwartz, Glen Scott, Hratch Semerjian, William Slanger, Karen Smit, Tom Smith, Dan Sontheimer, Loan Tran, Mary Turner, Eric Urbain, and Mike Whisman.

Thanks to each one of you and to the countless other unnamed ambassadors who supported this year's application process.

Update

NIST/ASQ NEWS

Cristin Conner joined the Award Process Team as a statistician in October 2008. She comes to the Program from North Carolina State University, where she completed a statistical modeling project for Christmas tree growers and enjoyed her role as a teacher's assistant for several undergraduate courses. Cristin holds a bachelor's degree in environmental sciences from the University of Virginia as well as a master's degree in forestry from North Carolina State University. She enjoys traveling, cooking, and most outdoor activities. She can be reached by phone at (301) 975-3787 or by e-mail at cristin.conner@nist.gov. Welcome, Cristin!

Pat Hilton, a member of the Examiner and Staff Development Team and the Award Process Team since July 2000, left the Program in October 2008. She has established a graphic facilitation practice to pursue her interests in the development of visuals to enhance learning and understanding, support planning, and define and improve processes.

During her tenure with the Program, Pat led both of the teams on which she served. She contributed to the transition of the Examiner Application process from paper to an electronic format; supported the orientation and development of new Examiners through the addition of New Examiner Training; contributed to many distance education approaches for Examiners, including the establishment of the Examiner Learning Resource Center; introduced training roadmaps to visually support learning; and assisted in changing the Award process to provide consensus feedback reports to all applicants.

Enjoying facilitation, training, and speaking engagements, Pat represented the Program at numerous workshops and presentations in locations across the Washington, D.C., area and around the country. According to Pat, most gratifying was her work in support of the hundreds of Baldrige Examiners.

With her husband, Frank, Pat has moved to the mountains of Cumberland, Maryland, where she also paints and volunteers in the community. "Although I truly miss my friends in the Baldrige Program, it is satisfying to feel that I am an integral part of this relatively small community, and that I can make a positive impact in a number of ways." We wish Pat the very best!

Cheryl Shibley, a member of the Administrative Support/Electronic Information Team since 2005, left the Program in September 2008 for a position in the Immigration and Customs Enforcement Division of the Department of Homeland Security. During her time at the Program, she supported a number of projects, including Examiner Training, the processing of feedback reports, travel, and time and attendance. We wish Cheryl the very best as she moves on to new opportunities and challenges.

In October 2008, **Mara Spiropoulos** resigned from her position as ASQ Baldrige contract administration Project Coordinator, where she had served for nearly two years, to pursue a doctorate in educational psychology. We are sad to see her go, and we wish her the best of luck with her new endeavor.

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

Editor Ellen Garshick: (301) 975-8950
E-mail: ellen.garshick@nist.gov

Contributors Carlos Alvarez, Dawn Bailey, Jacqueline DesChamps, Barbara Fischer, Millie Glick, Harry Hertz, Nancy Jokovich, Jeff Lucas, LouAnn Scott

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