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## 69 Organizations Apply for the Baldrige Award

Sixty-nine organizations are in the running for the 2011 Malcolm Baldrige National Quality Award®. Applicants include 2 manufacturers, 3 service companies, 2 small businesses, 8 education organizations, 40 health care organizations, and 14 nonprofit organizations.

Over the next several months, each application will receive an Independent Review and a Consensus Review by a team of examiners. On September 8, the Panel of Judges will review data on all award applicants to select those that will move on to Site Visit Review.

For more information on the Baldrige Award process, see <http://www.nist.gov/baldrige/about/overview.cfm>.

## Judges Appointed to Panel



**From left:** Jackie Beede, Kathy Bergeson, John Jasinski, Jack Swaim.

Commerce Secretary Gary Locke recently appointed Jackie Beede, Kathleen M. Bergeson, John Jasinski, and Jack Swaim to three-year terms on the Judges' Panel of the Malcolm Baldrige National Quality Award.

Jackie Beede is president of Accelerated Improvement Mentoring, Inc., in Fayette, Alabama. She has been a member of the Baldrige Board of Examiners for 15 years and has served as a senior examiner, alumni examiner, and judge for the Texas Award for Performance Excellence.

Kathy Bergeson oversees all aspects of FedEx Express's Quality Driven Management and corporate quality, in Memphis, Tennessee. She has also served on the Tennessee Center for Performance Excellence Board of Directors.

John Jasinski is president of Northwest Missouri State University, in Maryville, Missouri. He has been a member of the Baldrige Board of Examiners since 1999 and has served as a judge for the Missouri Quality Award.

Jack Swaim, based in Eagle, Idaho, works with organizations to help them improve results. He formerly served as vice president of quality and customer satisfaction for commercial PCs and high-end servers and as corporate quality vice president, among other roles, for Compaq/Hewlett-Packard. He has been a member of the Baldrige Board of Examiners since 1993.

The Panel of Judges functions as an advisory body to the Secretary of Commerce and ensures the integrity of the award selection process. After reviewing the results of examiners' scoring of written applications, panel members vote on which applicants merit site visits. The panel then reviews site visit findings and recommends award recipients for approval by the director of NIST and the Secretary of Commerce.

## Overseers Appointed



Bryan Bushick, Stephen Perry, Max E. Summers, and Margaret W. Townsend were recently appointed to three-year terms on the Board of Overseers of the Malcolm Baldrige National Quality Award. The board, which consists of distinguished leaders from all sectors of the U.S. economy, is appointed by the Secretary of Commerce to advise the Department of Commerce on the Baldrige Performance Excellence

Program.™

Bryan Bushick is chief health care strategy officer for Covisint. Stephen Perry is president and executive director of the Pro Football Hall of Fame in Canton, Ohio. Max Summers is director of the Missouri Small Business Development Centers. Margaret Townsend, of QBE Consulting LLC, was general manager, quality and business excellence, for Microsoft Corporation.

**Above, from left:** Brian Bushick, Max Summers, Margaret Townsend.

## An Executive's Guide to the Criteria

"Hindsight may be 20/20, but without a crystal ball, how can you make sound decisions now that will steer your organization toward success on the road ahead?"

*Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence* answers this question for senior executives by highlighting results achieved by Baldrige Award winners: better financial results; satisfied, loyal customers; improved products and services; and engaged employees, among other results. As Cargill CEO and President Greg Page notes in the foreword, "*Baldrige 20/20* provides today's executives with practical examples and keen insights on how organizations can stay focused and excel."

Authored by Baldrige Program staff, the book has five sections:

- "Representative Role Models and Data"
- "Award Winners' Journeys: How Baldrige Led Them to Excellence"
- "The Criteria: Framework for Performance Excellence"
- "How Can the Baldrige Program Help You Now?"
- "Examples by Criteria Category"

*Baldrige 20/20* will be published in late summer 2011. Check the [Baldrige Web site](#) in the coming weeks for more information.

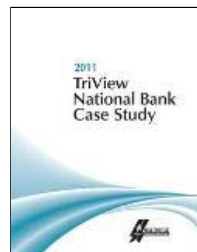
## ¿Estamos progresando?

Spanish versions of [Are We Making Progress?](#) and [Are We Making Progress as Leaders?](#) are now available. Based on the Baldrige Criteria, these easy-to-use questionnaires and performance measurement tools help you assess your organization's performance and learn what you can improve.

We thank the University of San Martín de Porres-Perú for providing these Spanish versions.



## TriView Case Study Packet Now Available



The [2011 case study packet](#) features TriView National Bank, a fictitious, privately held supercommunity bank. The packet includes a case study (a Baldrige Award application based on the fictitious organization), an executive summary, a scorebook, and a feedback report.

Because the case study is designed to provide opportunities to learn about the Baldrige [Criteria for Performance Excellence](#)<sup>™</sup>, it does not address all Criteria requirements. TriView's opportunities for improvement (OFIs) reflect those that might emerge from a self-assessment or the evaluation of an actual award application. The scorebook and feedback report explain TriView's strengths and OFIs.

The TriView National Bank Case Study was written by Jan Johnson and Geri Markley (team leaders), Jim Beckham, Josh Ettinger, Kathie Gilbert, Steve Power, and Jennifer Rudinsky. Polly Cortez, Carol Knight-Wallace, Steve McBride, Mary Pool, MaryAnn Pranke, and Jack Swaim served as expert reviewers. Steve Wells, Bill Enloe, and Jill Cook of Los Alamos National Bank were technical advisers.

The Consensus Team that evaluated and scored TriView's application as a baseline for examiner training included Casey Mackert (team leader), Matt Albert, Jan Garfield, Cary Hill, Michael Reames, Nancy Showers, and Tash Zukowski.

We thank these dedicated volunteers for the time, talent, and energy they contributed to these materials. We truly value their efforts and could not function effectively without them.

## Quest on the Go! DVD

The [Quest on the Go! DVD](#), available for purchase from the American Society for Quality (ASQ), features the complete content of the 23rd Annual Quest for Excellence<sup>®</sup> conference, held in April 2011. The DVD includes

video of the plenary sessions, as well as audio of all breakout sessions synchronized with the presenters' slides.

Whether you missed the conference, want to hear the sessions you missed, or want to share the content with others, buy the DVD by calling 800-248-1946, or [purchase online](#).

## In Search of Baldrige Opportunities for Improvement

As part of our yearly improvement process, we'd like your input on changes or improvements you'd like the Baldrige Program to consider in the Criteria for Performance Excellence, the Baldrige Award process, examiner training, communications, or other Baldrige Program activities.

### On LinkedIn

Share your improvement suggestions on the discussion threads within the [LinkedIn](#) Baldrige Improvement Discussion Group:

- If you're a member of the Baldrige Improvement Discussion Group, go to the [group page](#).
- If you don't have a LinkedIn account, go to [LinkedIn](#), click on "Join LinkedIn Today," and create a profile. Log into your account, search for the Baldrige Improvement Discussion Group, and ask to join the group.

### By E-Mail

If you can't create a LinkedIn account or prefer not to, please e-mail your improvement suggestions to [iday@nist.gov](mailto:iday@nist.gov). Stay tuned for future opportunities to provide feedback on our Web site or during a "Baldrige in Your Community" event.

## Fellows Program Now Accepting Applications

The [Baldrige Executive Fellows Program](#), an executive development program for rising executives committed to organizational and personal performance excellence, will select the next group of Fellows in November 2011. The year-long program includes five on-site sessions beginning in April 2012, as well as virtual sessions and a capstone project.

If you know of C-level executives from organizations that would benefit from an in-depth exposure to Baldrige concepts and Baldrige Award recipients, please invite them to consider applying.

## Fellows Hosted by Ritz-Carlton

In April, the third on-site session of the inaugural class of [Baldrige Fellows](#) was hosted by The Ritz-Carlton Hotel Company, L.L.C., with discussions centered on customer and workforce engagement. Fellows also attended the 23rd Annual Quest for Excellence conference.

The fourth session, which focuses on enhancing organizational performance in the areas of measurement, analysis, and knowledge management as well as operations management, takes place June 24-25 at two Cargill locations in Minnesota. Graduation and capstone project presentations will be held in conjunction with the Baldrige Regional Conference in Kansas City, Missouri, on September 12-13.

## Keep Your Quest for Excellence Going

Our thanks to those of you who attended the 23rd Annual Quest for Excellence conference in April. You played a key part in making it a success. Here are some resources for building on what you learned and—if you didn't attend the conference or want to share the content with others—viewing the plenary and other sessions.

Baldrige Program Director Harry Hertz summarizes some of his key takeaways in his [Insights on the Road to Excellence](#) column. In "[These are a Few of My Favorite Things](#)," staff member Zara Brunner shares her top 10 lessons learned from the 2010 Baldrige Award recipients and other presenters. Other bloggers summarize Quest sessions on social media, intelligent risk, the government and Baldrige, equity for students, small businesses, and other topics. Add your thoughts on [BLOGRIGE](#) or the [Quest LinkedIn group](#).

If you missed the conference or just some of the presentations, order the [Quest on the Go! DVD](#) (see the news item in this issue). Also see the [Baldrige video collection](#) and the Baldrige [YouTube playlist](#) for presentations from previous Quest for Excellence conferences along with videos of past Baldrige Award winners.

Finally, mark your calendar for the 24th Annual Quest for Excellence conference, April 16-18, 2012, at the

Marriott Wardman Park Hotel in Washington, D.C.

## Regional Conferences: September 13 and 27

The [2011 Baldrige Regional Conferences](#) will take place September 13 at the Westin Crown Center in Kansas City, Missouri, and September 27 at the Renaissance Birmingham Ross Bridge Golf Resort and Spa in Birmingham, Alabama. Preconference workshops will be held the afternoon before each conference.

The conferences will feature plenary session presentations by senior leaders of the 2010 Baldrige Award recipients—MEDRAD, Nestlé Purina PetCare Co., Freese and Nichols Inc., K&N Management, Studer Group, Advocate Good Samaritan Hospital, and Montgomery County Public Schools—as well as concurrent sessions with current and former award recipients. The conferences are cosponsored by the Excellence in Missouri Foundation, the Alabama Productivity Center, the Alliance for Performance Excellence, and the Foundation for the Malcolm Baldrige National Quality Award, in conjunction with the Baldrige Program. Check the [conference site](#) for the most current information, as well as links to conference registration and hotel reservations.

## State and Local Workshop: September 12

The 2011 Workshop for State and Local Quality Award Programs will take place September 12, the day before the Baldrige Regional Conference, at the Westin Crown Center in Kansas City, Missouri.

State and local program directors will receive more information on the agenda, presenters, and other aspects of the workshop from the [Alliance for Performance Excellence](#) as soon as it is available. If you have questions, please contact [Bob Fangmeyer](#) (301-975-4781).

## Examiners Complete On-Site Training



More than 550 members of the 2011 [Baldrige Board of Examiners](#) completed classroom training sessions on the NIST campus over four weeks in April and May.

Before on-site training, examiners completed a partial Independent Review of the 2011 TriView National Bank Case Study using the Baldrige Online Scorebook Solution (BOSS). Online training modules and resources were also available. Most new examiners worked with an experienced examiner coach, who helped them with orientation materials and prework.

In dedicated classroom sessions for new, senior, and alumni examiners, experienced examiners shared their assessment experiences with new examiner partners. Examiners then practiced their skills, shared best practices, and provided feedback on one another's work. Other highlights were robust conversations on the Criteria for Performance Excellence and practice in crafting feedback-ready comments.

We thank the examiner facilitators for the invaluable expert guidance and coaching they provided in the classrooms: Matt Albert, Nicheole Amundsen, Jackie Beede, Kathy Burke, Sally Ceselski, Ray Emery, Gary Floss, Jan Garfield, Paul Grizzell, Cary Hill, John Jasinski, Brian Lassiter, Michael Levy, Casey Mackert, Patricia Martinez, Kevin McManus, Liz Menzer, Joe Muzikowski, Rebecca Ruhl, Terry Rusconi, Walter Salek, Nancy Showers, Kristin Stehouwer, Jack Swaim, and Tash Zukowski.

## Get Your 2011 Baldrige Examiner Badge

This electronic badge is offered exclusively to members of the 2011 Board of Examiners who have successfully completed training and are involved in the 2011 award process. Add the badge to your Facebook page, Twitter account, LinkedIn profile, or anywhere else you'd like online professional recognition.

Please remember that the [Code of Ethical Conduct](#) applies to the use of the badge. For download instructions and more information, see the [Examiner Resource Center](#).

## Just-in-Time Modules Available

Classroom training has ended, but your development as an examiner doesn't need to. Refresh your learning with [just-in-time training materials](#).

- Show Me the Score
- Evaluating Process Items
- Evaluating Results Items
- Elements of a Well-Written Comment
- BOSS for Team Leaders and Examiners
- The Power of Consensus

Also take a few moments to explore the redesigned [Examiner Resource Center](#).

## Program Director Named Honorary Fellow of ACHE

Harry Hertz, director of the Baldrige Program, was named an Honorary Fellow of the American College of Healthcare Executives (ACHE), an international professional society of more than 30,000 health care executives who lead hospitals, health care systems, and other health care organizations. Harry was recognized “for his role in establishing healthcare as an official category of the Malcolm Baldrige National Quality Award and for his career dedication to performance excellence.”

Honorary fellowship “recognizes individuals who have rendered distinguished service in the healthcare field or in related areas and who would not normally be ACHE members.” Harry was honored at a ceremony on March 20, 2011, during ACHE’s 54th Congress on Healthcare Leadership in Chicago, Illinois.

## Thanks to Our Examiner Ambassadors

We thank the following members of the Baldrige community for their outreach efforts on behalf of the Baldrige Program: Sue Alexander, Jackie Beede, Steve Bonk, Joel Ettinger, Paul Grizzell, Brian Lassiter, Tom Mauro, Elizabeth Menzer, MaryAnn Pranke, and John Vinyard.

If you have conducted outreach for the Baldrige Program by giving a presentation, using our portable exhibit, or using our other outreach materials, please let us know so we can acknowledge your efforts (fax: 301-948-3716 or [baldrige@nist.gov](mailto:baldrige@nist.gov)).

## Baldrige on the Road

The Baldrige Program recently exhibited at the following conferences: the National Conference on Education (American Association of School Administrators) , ASQ’s Conference on Quality in the Space and Defense Industries, the Congress on Healthcare Leadership, the National School Boards Association Annual Conference, the American Association of Community Colleges Annual Convention, the World Conference on Quality and Improvement, and the American Society for Training and Development International Conference and Expo.

In the coming months, watch for Baldrige Program exhibits—and, in some cases, presentations—at the following events:

- June 24-26, Indianapolis: Association of Collegiate Business Schools and Programs Conference
- July 21-23, Miami: National Black Chamber of Commerce Annual Convention
- August 6-9, St. Louis: American Society of Association Executives and the Center for Association Leadership Annual Meeting and Exposition
- September 6-9, San Diego: Association of Small Business Development Centers Annual Conference
- September 15-16, Sacramento: National Association of Healthcare Quality Annual Conference
- September 18-21, Las Vegas: American Health Care Association/National Center for Assisted Living Annual Convention and Expo
- October 24-28, Dallas: Association for Manufacturing Excellence International Conference
- October 30-November 2, Baltimore: Organization Development Network Conference
- December 4-7, Orlando: Institute for Healthcare Improvement National Forum on Quality Improvement in Health Care

We hope to see you at one of these events. For more information, contact [Barbara Fischer](#) (301-975-8942).

## Baldrige Bits

- [“Lots to Do” Post-Baldrige](#): Baldrige helped award winner Freese and Nichols pursue growth with stability, even through economic downturns, says CEO Robert Pence.
- [What’s Behind a School Division’s Baldrige Success?](#) At Baldrige winner Montgomery County Public Schools, use of the Baldrige Criteria helped increase graduation rates, raise SAT scores, and close the achievement gap.
- [What Change to the Civil Service System Is Really Needed?](#) “A good first step is a review of the performance management framework that is incorporated within the Malcolm Baldrige National Quality Award,” says Fedsmith.com author Timothy J. Clark.
- [Model of Efficiency](#): Baldrige winner Pal’s Sudden Service is one of the restaurant industry’s operational benchmarks.

Highlights from . . .



- [What Is Meaningful Use?](#) Here are 10 ways to use the Baldrige Criteria booklet.
- [Leadership Yin-Yang on the Road to Performance Excellence:](#) Good leaders know when to zoom in and when to zoom out.
- [Is Your Organization Strategic When Considering Supplier Relationships?](#) Supply chain considerations are no longer a tactical process management issue.



- [Baldrige . . . in Three Questions:](#) Three silver Baldrige bullets.
- [Are You Flying Blind?](#) Avoiding potentially predictable strategic blunders.
- [How to Survive and Thrive:](#) The one-word answer: leadership.
- [An Earnest Fox or a Focused Hedgehog?](#) Evaluation and improvement, or just more complexity?
- [Lives Saved, Costs Reduced:](#) Getting ready for health care reform.
- [Wading into the Curriculum/Instruction Cage Death Match:](#) A possible reason for the "system" in school system.

## On the Road with the Criteria

The next time you carry the Criteria booklet through Buckingham Palace, the pyramids of Giza, or another interesting place, have someone snap a photo. Send it to [Zara Brunner](#), and we'll include as many photos as possible in Update.



**Performance excellence reaches new heights:** Baldrige overseer Tom Foster and former Baldrige judge Jim Evans take the Criteria up (and down) the slopes in Brundage, Idaho.



**Don't gamble with organizational improvement:** Baldrige examiner Michael Parrillo and the three Criteria booklets go for a stroll on the Boardwalk in Atlantic City, New Jersey.

## NIST/ASQ News

### Comings and Goings

Harry Furukawa, a member of the Award Process Team since 2009, left the Baldrige Program in April 2011 for a position at the National Oceanic and Atmospheric Administration. During his time at the program, he led and supported a variety of projects, including the feedback process and the Baldrige Fellows Program. We'll miss Harry, and we wish him the very best in his new position.

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### Editor

[Ellen Garshick](#) (301-975-8950)

### Contributors

Dawn Bailey, Zara Brunner, Sandra Byrne, Cristin Conner, Barbara Fischer, Harry Hertz, Jeff Lucas, LouAnn Scott

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