



Update

July 2010

Four Judges Appointed to Panel

Commerce Secretary Gary Locke recently appointed Charles Chada, Michael Levy, Patricia Martinez, and Terry Rusconi to three-year terms on the Judges' Panel of the Malcolm Baldrige National Quality Award.



Charles Chada is Vice President of Corporate Lean Six Sigma Strategic Initiatives at Xerox Corporation in Rochester, New York. As Vice President, he has developed strategies to embed Lean Six Sigma into business processes, helping the organization move from a project-centric focus to an integrated business approach. He has also served as Vice President of Lean Six Sigma Deployment and Customer Experience, as well as in other positions at Xerox, since 1972.



Michael Levy has been Continuous Process Improvement (CPI) Program Deployment Manager for the United States Marine Corps (USMC) in Washington, D.C., since 2008. He is responsible for all aspects of USMC's CPI and Lean Six Sigma Program strategy, goals and objectives, deployment, metrics, and scorecards. Mike has been a member of the Baldrige Board of Examiners since 2002.



Patricia Martinez is Senior Vice President of Clinical Excellence and Chief Quality Officer for Carondelet Health Network in Tucson, Arizona, an Ascension affiliate. She also leads high-reliability patient safety efforts for Ascension Health's West Ministry. Patricia's tenure as a member of the Baldrige Board of Examiners began in 2004.



Terry Rusconi is Senior Director of Organizational Improvement at the University of Kansas Hospital in Kansas City, Kansas. His responsibilities include quality improvement, patient safety, Baldrige self-assessment, and oversight of three key system departments. He has served as a Baldrige Examiner since 2004.

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 findings from site visits and recommends Award recipients for approval by the Director of the National Institute of Standards and Technology (NIST) and the Secretary of Commerce.

Five Overseers Appointed

S. Thomas Foster, Jr., Grande Hamilton Lum, William (Bo) McBee, Barry Rogstad, and Gregory Wayt were recently appointed to three-year terms on the Board of Overseers of the Malcolm Baldrige National Quality Award.



S. Thomas Foster, Jr.



Grande Hamilton Lum



William (Bo) McBee



Gregory Wayt

The Board of Overseers, 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 Program.

S. Thomas Foster, Jr., is Professor and Area Leader of Global Supply Chain Management and Ford Motor Company Fellow in Quality Management for the Marriott School of Management's Department of Business Management at Brigham Young University in Provo, Utah. Grande Hamilton Lum is Professor and Director of the Center for Negotiation and Dispute Resolution at the University of California, Hastings, College of the Law in San Francisco as well as being the founder and Managing Director of Accordence, Inc., in Burlingame, California.

William B. (Bo) McBee is Vice President, Enterprise Business, Total Customer Experience and Quality, for Hewlett-Packard Company in Houston, Texas, and Barry Rogstad is a former President of the American Business Conference in Washington, D.C. Gregory Wayt serves as the Adjutant General, Joint Force Headquarters, of the Ohio National Guard in Columbus.

83 Organizations Apply for the 2010 Baldrige Award

Eighty-three organizations are in the running for the 2010 Baldrige Award. Applicants include 3 manufacturers, 2 service companies, 7 small businesses, 10 education organizations, 54 health care organizations, and 7 nonprofit organizations. This pool of applicants represents a 20 percent increase over 2009 and marks the fifth consecutive year with 70 or more organizations seeking the Award.

Over the next several months, each application will receive an Independent Review and a Consensus Review by a team of Examiners. On September 7, the Panel of Judges will review data on all 83 Award applicants to select those that will move on to Site Visit Review.

Your Improvement Suggestions Requested

Have you ever wanted to suggest changes or improvements to the Baldrige Criteria for Performance Excellence? Do you have ideas for improving the Baldrige Award process, Examiner training, or other key Baldrige Program activities?

If so, use one or more of the following opportunities to share your recommendations, build on those of others, and help the Program improve.

On LinkedIn

On LinkedIn (www.linkedin.com), share your ideas in the discussion threads within Improvement Day 2010, a subgroup of the Baldrige Improvement Discussion Group:

- If you are a member of the Baldrige Improvement Discussion Group, visit the Improvement Day 2010 subgroup: www.linkedin.com/groups?gid=3097960&trk=anetsrch_name&goback=%2Eanh_1971148%2Eanh_1971148_1276090416023_1
- 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. Once you have joined, click on the "Subgroup" tab, and choose "Improvement Day 2010."

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.

At Virtual Improvement Day Events

The Program will consider all recommendations during Virtual Improvement Day events on July 27 and August 2 from 1:00 to 4:00 p.m. EDT. If you would like to participate in one of these events, please send an e-mail to iday@nist.gov expressing your interest. We'll keep you posted on plans to add a third date.

Baldrige Award Named One of Top Ten Leadership Development Programs

For the third straight year, *Leadership Excellence* magazine has named the Baldrige Award as one of the top ten leadership development programs in the U.S. government/military category (see www.leaderexcel.com/best_ranking.html). To compile the list, the magazine looked at the leadership development programs of more than 1,000 organizations based on seven criteria: vision/mission; involvement and participation; measurement and accountability; design, content, and curriculum; presenters, presentations, and delivery; take-home value; and outreach.

Baldrige Fellows Program Selects First Cohort

The Baldrige Program is pleased to announce the selection of the first cohort of senior executives for the Baldrige Fellows Program. This executive development opportunity focuses on leveraging the visionary leadership and best practices of Baldrige Award recipients to propel the Fellows and their organizations to higher levels of performance. The Fellows represent a broad spectrum of manufacturing, service, health care, education, and nonprofit organizations.

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The Fellows Program includes five face-to-face sessions, multiple virtual meetings, and dialogue with a personal mentor over a one-year period. At face-to-face sessions, Fellows will gain exposure to key Baldrige concepts, learn from select Award recipients and their senior executives, network with other Fellows, and visit Award recipient sites. In addition, each Fellow will identify and complete a capstone project that will result in the implementation of a significant improvement within his or her organization.

We look forward to sharing progress and perspectives over the next year as the first cohort of Fellows completes the program.

Stay Connected to Baldrige

Visit www.nist.gov/baldrige, your one-stop shop for all things performance excellence. Since the launch of the redesigned Web site in April, your feedback has been overwhelmingly positive. Many of you have remarked on a fresh look and easier access to information.

Performance Excellence News and Resources

On the redesigned site, you'll find resources based on your location on the Baldrige journey (getting started, self-assessing, or applying for the Award), your sector, and your involvement with us (e.g., as an applicant, Award recipient, state or local program user, or Examiner). You'll also see more news updates and published articles on the home page and throughout the site.

Baldrige on YouTube

Check out the Baldrige Program's recently updated YouTube playlist (www.youtube.com/user/usnistgov#g/c/914FB9D44BF49C14). Feel free to embed individual videos or the whole playlist on your Web site.

Twitter, LinkedIn, Insights, Blogrige, and E-Mail Alerts

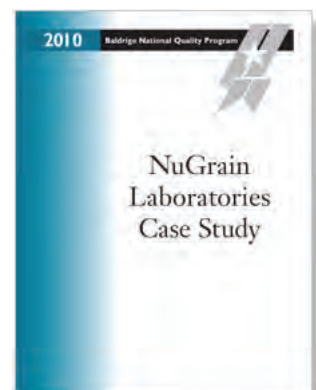
Join Baldrige_Jeff, Baldrige_Zara, or Baldrige_Barb on Twitter (http://twitter.com/Baldrige_Jeff, http://twitter.com/Baldrige_Zara, and http://twitter.com/Baldrige_Barb), participate in a Baldrige LinkedIn group (www.linkedin.com/groupsDirectory?results=&sik=1275505942319&pplSearchOrigin=GLHD&keywords=Baldrige), or stay connected through these new features:

- Follow and comment on Blogrige, the official Baldrige blog (http://nist.typepad.com/baldrige_program).
- Sign up to receive e-mail alerts from the Baldrige Program (https://service.govdelivery.com/service/multi_subscribe.html?code=USNISTBNQP).
- Read Program Director Harry Hertz's monthly "Insights on the Road to Performance Excellence" (www.nist.gov/baldrige/insights.cfm).

NuGrain Laboratories Case Study Packet Available in July

The Baldrige Program's 2010 case study packet, available in July 2010 at www.nist.gov/baldrige, features the fictitious NuGrain Laboratories National Center for Strategic Agricultural Research, a government-owned, contractor-operated strategic research organization managed by Nebraska Free University. In facilities owned by the U.S. Department of Agriculture (USDA), NuGrain provides research and development for the USDA through projects representing "cradle-to-grave" research on corn and wheat products.

Posted as part of the packet are the NuGrain Laboratories Case Study, Executive Summary, Scorebook, and Feedback Report. Because the case study's primary purpose is to provide learning opportunities around the Baldrige Criteria, some Criteria requirements are purposely not addressed. Gaps reflect opportunities for improvement that you may encounter in doing a self-assessment or evaluating an actual Award application. To learn how the case study scored and read about NuGrain's strengths and opportunities for improvement, please see the NuGrain Laboratories Scorebook and Feedback Report.



The NuGrain Laboratories Case Study was written by Diane Akers (Co-Team Leader), Jackie Beede (Co-Team Leader), Sandra Bailey, Marci Kenney, Robert Scanlon, Robert Stuewe, and John Van Gorkom. Glen Berg, Bill Boyt, Ray Emery, and Gail Willette-McPeak served as expert reviewers, and Kay Kendall served as expert editor. The Consensus Team that evaluated and scored NuGrain's application as a baseline for Examiner training included Rebecca Bean (Team Leader), Georgine Burke, Sarah Ceselski, Kevin Grayson, Jane Poulter, and Eric Press.

The Baldrige Program thanks these volunteers for their contributions of time, talent, and energy toward the creation of these materials. The Program truly values the efforts of dedicated volunteers like these and could not function effectively without them.

2010 Baldrige Examiners Complete On-Site Training

Approximately 550 members of the 2010 Board of Examiners completed classroom training sessions on the NIST campus over four weeks in April and May. In total, 31 classroom sessions focused on preparing Examiners for their role in the 2010 Baldrige Award process.

Before on-site training, Examiners completed a partial Independent Review of the 2010 NuGrain Laboratories Case Study using the Baldrige Online Scorebook Solution (BOSS). A variety of online training modules and resources were also available. New Examiners each worked with an experienced Examiner coach, who helped them with their orientation materials and prework.

Dedicated classroom sessions for new, Senior, and Alumni Examiners included joint guided practice. All Examiners completed a series of exercises focused on sharing best practices and receiving feedback on their work. Other training highlights were robust conversations on the Criteria for Performance Excellence and practice in crafting feedback comments.

The Baldrige Program's Workforce Development Team thanks the Examiner facilitators, who provided expert guidance and coaching in the classrooms: Nicheole Amundsen, Jackie Beede, Kathy Burke, Sarah Ceselski, Tricia Edris, Gary Floss, Mary Kay Fyda-Mar, Carol Gomes, Kevin Grayson, Pat Griffith, Paul Grizzell, Cary Hill, John Jasinski, Kay Kendall, Amy Kosifas, Brian Lassiter, Michael Levy, Gemini Majkowski, Geri Markley, Patricia Martinez, Anita Marx, Rick Maurer, Kevin McManus, Liz Menzer, Joe Muzikowski, Priscilla Nuwash, JJ Parsons, Rick Press, Rebecca Ruhl, Terry Rusconi, Walter Salek, Dee Springer, Jack Swaim, and Roger Triplett. The team also thanks the Baldrige staff, particularly the Administrative Support Team and staff facilitators, for their support.



Left: Examiners Fonda Vera and André Mixon discuss their evaluation of the 2010 NuGrain Laboratories Case Study. Center: Examiners John Barrett, Bruce Johnson, Craig Anderson, and Christine Dwight formulate feedback on a comment. Right: Stefanie Simmons fine-tunes feedback on a comment.

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Examiners Agree: BOSS Is BOSS

God bless the person or persons who developed BOSS! ... This is incredible, well worth the wait (I have been an Examiner for 5 years)... I am so happy that I have to keep checking to see if I am dreaming. —Baldrige Senior Examiner

Hundreds of members of the 2010 Board of Examiners gave a thumbs-up to BOSS after completing prework for Examiner Preparation. Features you have highlighted as productivity enhancements include the availability of the Criteria and definitions of key terms, as well as the automatic transfer of scores from Independent Review Worksheets to the Score Summary Worksheet—a seemingly small task, but one that Examiners often complete at the final hour.

Alumni Examiners in particular, who may remember faxing worksheets and scorebooks back and forth, described BOSS as a significant advancement and aid in the evaluation process. Many noted that BOSS had brought the Program light years ahead of the *examinerdepot* era.

Throughout the 2010 Award process, the Award Process Team will be asking for your feedback on what works and what to improve as the Program looks toward the next release of BOSS.

Continue Your Development with Just-in-Time Modules

Classroom training has ended, but your development doesn't need to. Refresh your learning with just-in-time training materials available in the Examiner Resource Center (www.nist.gov/baldrige/Examiner_Resources.htm) under eLearning:

- Award Evaluation Process Overview
- Evaluating Process Items
- Evaluating Results Items
- Elements of a Well-Written Comment

Watch for additional online modules and resources to build your knowledge of the key steps in Consensus Review.

Did You Serve on the 2009 Board of Examiners?

Harry Hertz, Director of the Baldrige Program, would like to write a letter of appreciation to the employer of each member of the 2009 Board of Examiners. The letter will acknowledge the Examiner's contributions and commitment as well as the employer's support for the Baldrige process.

If you would like such a letter sent to someone in your organization, please send Diane Harrison (diane.harrison@nist.gov) your name and the name, title, and complete address of the person to whom you would like Harry to write.

Quest for Excellence XXII Conference Showcases 2009 Award Recipients

The Quest for Excellence XXII Conference, held April 11–14 at the Hilton Washington in Washington, D.C., highlighted the 2009 Baldrige Award recipients as well as 20 previous Award recipients—the most ever to participate in Quest. The conference offered many learning opportunities for attendees as well as a number of exciting new features.

Activities began with preconference workshops for Baldrige beginners and for intermediate Criteria users. The opening plenary session featured presentations on the leadership systems of the 2009 Award recipients—Honeywell Federal Manufacturing & Technologies, MidwayUSA, AtlantiCare, Heartland Health, and the VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center—followed by a question-and-answer panel. The closing plenary session kicked off with Jerry Rose, Vice President of Cargill, Inc., as the keynote speaker. The 2009 Award recipients then each presented a distinctive element of excellence for their organizations and fielded questions as a panel.

Concurrent sessions highlighted the Criteria Categories, the 2009 Award recipients' journeys to excellence, special topics, and open-microphone discussions. In addition, the double panel sessions "Surviving in a Tough Economy," "Customer Engagement," and "Workforce Engagement" featured previous Award recipients.

Quest attendees also attended book signings with authors of works published by the American Society for Quality (ASQ) and the American Society for Training and Development (ASTD), as well as an entertaining performance by the Capitol Steps.

QE XXII was jointly sponsored by ASQ, ASTD, and NIST.

If You Missed the Quest for Excellence XXII ...

- Register for on-demand access to Quest presentations at Virtual Quest (www.baldrige.nist.gov/QEXXII/Virtual_Quest.htm), and view them at your convenience. Virtual Quest is available until July 21, 2010.
- View videos featuring the 2009 Award recipients along with the conference video shown at Quest in the Baldrige Program's YouTube playlist (<http://www.youtube.com/user/usnistgov#g/c/914FB9D44BF49C14>).

Mark Your Calendar for the Quest for Excellence XXIII

Next year's Quest for Excellence conference will be held April 3–6, 2011, at the Marriott Wardman Park Hotel in Washington, D.C.

Attend a Baldrige Regional Conference in September ...



The 2010 Baldrige regional conferences will take place September 14 at the Newport Beach Marriott Hotel and Spa in Newport Beach, California (Los Angeles), and September 28 at the Franklin Marriott Cool Springs in Nashville, Tennessee. Preconference workshops will be held the afternoon before each conference.

The regional conferences will feature plenary-session presentations by senior leaders from the 2009 Baldrige Award recipients as well as concurrent sessions with the 2009 and previous Award recipients.

Check www.nist.gov/baldrige for links to current information, conference registration, and hotel reservations. The conferences are cosponsored by the California Council for Excellence, the Tennessee Center for Performance Excellence, the Alliance for Performance Excellence, and the Foundation for the Malcolm Baldrige National Quality Award in conjunction with the Baldrige Program.

... Along with the Workshop for State and Local Quality Award Programs

The 2010 Workshop for State and Local Quality Award Programs will take place just before the Baldrige regional conference in Nashville, Tennessee, on September 26 and 27. Planning for the workshop agenda, presenters, and other aspects of the workshop is under way by the Alliance for Performance Excellence, including the possibility of offering the program director seminar again if there is sufficient interest.

State and local program directors will receive more information as soon as it is available. If you have questions, contact Jackie Calhoun at (301) 975-2555.

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Baldrige Criteria Take Core Values Tour



Systems perspective: Examiner Greg Bourland explored organization-specific synthesis, alignment, and integration at Kylemore Abbey in Connemara, County Galway, Ireland.

Agility: A rapid changeover from one process to another led to Franco Harris's 1972 "immaculate reception" for the Pittsburgh Steelers (commemorated at Pittsburgh International Airport). (Submitted by Examiner Paul Steel)

The next time you carry the Criteria booklet through Buckingham Palace, the pyramids of Giza, the Louvre, or another interesting place, have someone snap a photo. Send it to robert.fangmeyer@nist.gov, and we will include as many photos as possible in upcoming issues of *Update*.

Tennessee Center for Performance Excellence Receives 2010 Innovator Award



In March, the Tennessee Center for Performance Excellence (TNCPE) and the Tennessee Three-Star Program (a program of the Tennessee Department of Economic and Community Development) received a 2010 Innovator Award from the Southern Growth Policies Board for their partnership in assisting Tennessee communities.

The Innovator Award honors communities and organizations that work creatively to improve economic opportunity and quality of life on a regional basis. TNCPE uses the Baldrige Criteria for Performance Excellence to assess Three-Star communities' strategic plans. TNCPE then provides coaching and feedback to help the communities implement and improve their plans.

Rick Meredith (left), Assistant Commissioner of the Community Development Division for the Tennessee Department of Economic and Community Development, and Kathryn Rawls (right), President and Chief Executive Officer of the Tennessee Center for Performance Excellence, accept a Southern Growth Board Innovator Award from Kentucky Governor Steve Beshear.

Baldrige Collaborative: Four Partners, One Goal

Strengthening the Baldrige enterprise is what the Baldrige Collaborative is all about. The participants—representing ASQ, the Baldrige Program, the Baldrige Foundation, and the Alliance for Performance Excellence—look for ways to support existing projects or initiate new ones that will encourage organizations and individuals to join the Baldrige community. In 2010, the Collaborative has teams looking at five focus areas:

- **Webinars:** This team is looking at using ASQ's resources to offer webinars to increase awareness of Baldrige and generate revenue for Baldrige-based state and local programs.

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- Quality improvement and sustainability for Baldrige-based state and local programs: This team is looking at ways to encourage and facilitate Baldrige-based programs' use of the Baldrige Criteria for improvement and sustainability.
 - Better use of social networking: The Baldrige Program and many Baldrige-based state programs are starting to use a variety of social networking tools (e.g., Twitter, Facebook, LinkedIn, and blogs). This team plans to improve the Baldrige enterprise's use of these tools to increase effectiveness in marketing and awareness efforts.
 - Collaboration with The Alternative Board (TAB): Local TAB facilitators give direction to leaders of small organizations that typically do not have a board of directors. The Collaborative is looking at an opportunity to have these facilitators partner with a Baldrige-based program to offer Baldrige expertise to TAB members.
 - Support for the Baldrige Fellows Program: This executive-level development program focuses on forming relationships with and learning from Baldrige Award recipients and their senior leaders as a way to build understanding and awareness of Baldrige among U.S. executives.

Baldrige Resource Library

The Collaborative participated in the launch of the Baldrige Resource Library (BRL; www.baldrigepe.org). The BRL contains more than 1,000 articles and videos about Baldrige, organizational improvement, the Baldrige Criteria, quality methods and tools, and the Alliance. The library accommodates articles, videos, webcasts, and podcasts. ASQ has been a partner and resource contributor in launching this service.

Feel free to register and add content. URLs are preferred over files that exist on other Web sites, but the BRL can store unpublished documents. All submissions are subject to review for customer value and appropriateness.

The Collaborative also encourages you to participate in the Quality for Life Blog (www4.asq.org/qualityforlife/blog) and Blogrige: The Official Baldrige Blog (http://nist.typepad.com/baldrige_program).

Baldrige on the Road

Since February, the Baldrige Program has exhibited at the following conferences: the American Association of School Administrators National Conference on Education, the Annual Conference on Quality in the Space and Defense Industries, the American College of Healthcare Executives Congress on Healthcare Leadership, the American Association of Community Colleges Convention, the National Forum for Black Public Administrators Forum, ASQ's World Conference on Quality and Improvement, the ASTD International Conference and Exposition, and the Association of Collegiate Business Schools and Programs Annual Conference.

Upcoming exhibit venues include the American Society of Association Executives and the Center for Association Leadership Annual Meeting and Exposition (Los Angeles, August 21–24); the Association of Small Business Development Centers Annual Conference (San Antonio, September 21–24); the National Association for Healthcare Quality Educational Conference (Kansas City, Missouri, September 30–October 2); the Association for Manufacturing Excellence International Conference (Baltimore, November 15–19), the National Quality Education Conference (Chicago, November 7–9); and the Institute for Healthcare Improvement National Forum on Quality Improvement in Health Care (Orlando, December 5–8). We hope to see you at one of these events.

Thanks to Examiner Ambassadors

The following volunteers reported outreach efforts between early February and late May: Jim Beckham, Bridget Dewees, Pat Griffith, and Clifford May. In addition, these volunteers requested the portable exhibit or outreach material: Robert Bitner, Bob Bowles, Laurie Emerson, Sherril Gelmon, George Hansen, Paul Grizzell, Kay Kendall, Tracy Messana, Melissa Rabida, Victoria Taylor, and John Vinyard.

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The Baldrige Program thanks all of these ambassadors for their outreach activities. If you have conducted outreach on behalf of the Program and wish to be recognized, please let the Outreach and Communications Team know via fax (301-948-3716) or e-mail (baldrige@nist.gov).

NIST/ASQ News

Two Baldrige staff members were recognized at NIST's 37th annual awards ceremony in December 2009. Jacqueline DesChamps received the Bronze Medal Award for Superior Federal Service in recognition of her design and implementation of administrative processes. This involved demonstrating to her staff "the need to rigorously measure and then act upon the expectations of customers and stakeholders," as noted in the award citation. The result has been "numerous improvements in key processes" as well as reductions in cost and cycle time.

Dawn Bailey received the George A. Uriano Award, which is granted for outstanding achievements in building or strengthening NIST programs. Under Dawn's leadership, the multiple inputs to many recent Baldrige case studies have been "organized, analyzed, and prioritized to build plausible organizations and to achieve great customer satisfaction data in a climate of continually escalating expectations."

Comings and Goings

Jennifer Jones of the Workforce Development Team left the Program in December 2009 to pursue an opportunity as a Leadership and Employee Development Course Leader for the National Conservation Training Center of the U.S. Fish and Wildlife Center. In her nearly two years with the Program, Jen designed and developed staff and Examiner learning events and led the evaluation and assessment of those events. While we will miss her, we wish her the best of luck in her new position.

Has Your Contact Information Changed?

If any of your contact information (e-mail or postal address as well as telephone or fax numbers) has changed recently, we'd like to know. Please send changes to Suzana Pastori-Weaver at (301) 975-4219 or suzana.weaver@nist.gov.

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

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