# Minutes

# Judges Panel of the Malcolm Baldrige National Quality Award

**Baldrige Performance Excellence Program ● National Institute of Standards and Technology**

**Wednesday, June 6, 2018**

## Attendees

*Judges:* Allison Carter, Glenn Crotty, Tammy Dye, Eric Fletcher, John Harris, Kevin McManus, John Molenda, Lawrence Ramunno, Bruce Requa, Diane Springer, Kristin Stehouwer (chair)

*Absent:* JoAnn Sternke

*NIST:* Rebecca Bayless, Jackie DesChamps, Robert Fangmeyer, Ellen Garshick, Robert Hunt, Darren Lowe

The meeting was called to order at 9:00 a.m.

## Welcome and Meeting Overview

Baldrige Program Director Robert Fangmeyer welcomed the judges and thanked them for their service during the 2018 Baldrige Award process. After introductions, Chair of the Judges Panel Kristin Stehouwer reviewed the agenda and noted that the judges’ role contributes to achieving the Baldrige program’s mission to improve American competitiveness and that, in addition, it is an enriching professional experience for the judges.

The minutes of the November 2017 Judges Panel Meeting were approved as written.

## Judges Panel Roles and Process

Stehouwer noted that the purpose of the meeting was to set the broad background for the judges’ work during the 2018 judging process. She reviewed the Judges Panel’s key roles and responsibilities: to (1) work as a team, (2) select applicants to advance to Site Visit Review, (3) recommend award recipients, (4) work with examiner team leaders on the site visit process and feedback report, (5) recommend process changes to the Board of Overseers, (6) provide input into the development of the Baldrige Criteria, and (7) serve as ambassadors. She emphasized that the judges’ work benefits from robust discussion and participation by all judges.

Robert Hunt reviewed the judges’ responsibilities for the rest of the award cycle, as well as key dates and deadlines. In June, the judges review and agree on expectations and work processes, and report to the Board of Overseers on judging process improvements. On August 22, the judges will identify applicants to advance to Site Visit Review and review their conflicts of interest. Hunt emphasized that judges do not receive applications or reports for applicants with which they have a conflict, and conflicted judges leave the room during the discussion of those applicants at the November 5–9 meeting.

Hunt said that in November, judges will review the applicants that have received a site visit and make recommendations on which should receive the Baldrige Award. He reviewed the forms and tools designed to help the judges with their work and ensure a fair, rigorous process.

## Improvements to the Judging Process

Stehouwer led the judges in a discussion of strengths and opportunities for improvement in their 2017 process. The panel agreed that the process overall was effective in identifying role-model organizations to recommend and that 2017 improvements in structuring and scribing the calls between the panel and the site visit team leader at the November meeting were successful.

The judges agreed to explore improvements in (1) the materials provided to the judges before the meeting, (2) the questions asked during the calls to the team leader, and (3) the process for scribing of the content of the calls. In addition, the judges will share tips and tricks at their August 22 meeting and collect additional in-process feedback throughout the cycle to ensure that strengths and opportunities are captured.

### 2018 Baldrige Award Process

Hunt reported on the number and distribution of applicants in 2018: 27, including 14 health care organizations, 5 education organizations, 6 nonprofit organizations, and 2 small businesses. He reviewed examiner team size and makeup, other roles fulfilled by examiners, the makeup of the Board of Examiners, and criteria for selection as an examiner.

Hunt noted an upcoming change to examiner status: in 2019, alumni examiners who have completed their 2018 assignments will be designated as “master examiners.” After 2018, senior examiners who have at least seven years of service and who have successfully led a site visit team will receive the designation.

## Baldrige Program Updates

Fangmeyer reported on engagement scores for the 2017 award applicants based on the Survey of Award Applicants. Net Promoter Scores for respondents’ likelihood to recommend the Baldrige Criteria, their relevance, likelihood to reapply, and satisfaction with participation all show improvement since 2010, when the program began using this measure, with scores currently at 80 or higher for each element. Fangmeyer noted that satisfaction with the feedback reports received by applicants has increased.

Fangmeyer explained the steps the program is taking in 2018 to address opportunities for improvement: (1) in training, a continued emphasis on key factors, Criteria relevance, the scoring process, and scoring calibration; and (2) continuation of the initial call early in the award process between the team leader and the applicant’s highest-ranking official. Aspects of the award process pilot also address opportunities.

Fangmeyer described, and the judges concurred with, a change to the Baldrige Award Application Forms: the removal of a question that asks about the applicant’s possible need to submit supplemental application sections due to the complexity of its operations. In the past 20 years, no organization has indicated this need. Instead of including this question in the application forms, program staff will contact the organization for confirmation if other information in the forms indicates a need for supplemental sections.

An update on Baldrige Enterprise efforts to ensure coordination and integration included a discussion of the potential addition of category awards. For such awards, organizations would submit a short, focused application and undergo a separate evaluation process. The judges supported engaging more organizations through additional types of recognition, but they expressed concern about a separate category award as part of the Baldrige brand, which represents the application of a holistic framework. They noted that the current category best-practice awards are given in the context of an organization’s full application, permitting a holistic focus.

### Other topics covered by Fangmeyer included the consideration of a longer cycle for Baldrige Framework revision, which the judges left to the discretion of the program, and the ongoing award process pilot. The judges asked for an update on the pilot examiners’ work product as part of their August 22 meeting.

## Preparation for the Board of Overseers Meeting

The judges reached agreement on minor judging process enhancements for Stehouwer to report to the Board of Overseers at their meeting the following day.

The meeting was adjourned at 3:45 p.m.

I hereby certify that, to the best of my knowledge, the foregoing minutes are accurate and complete.

Kristin Stehouwer

Chair

Judges Panel

X/X/2018