# Minutes

# Meeting of the Judges Panel of the Malcolm Baldrige National Quality Award

# Baldrige Performance Excellence Program ● National Institute of Standards and Technology August 22, 2018

## Attendees

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

*NIST:* Rebecca Bayless, Robert Fangmeyer, Ellen Garshick, Robert Hunt, Christine Schaefer, Robyn Verner

## Welcome and Introductions

Kristen Stehouwer, chair of the Judges Panel, called the meeting to order at 8:00 a.m. Baldrige Program Director Robert Fangmeyer thanked the judges for their willingness to participate in the Malcolm Baldrige National Quality Award process. Stehouwer also welcomed the judges and said that the purpose of the meeting was review the site visit selection process, select applicants for site visits, and to prepare for the November Judges Panel meetings to recommend Baldrige National Quality Award recipients.

The judges reviewed and unanimously approved the minutes from their meeting on June 6, 2018.

Rebecca Bayless reviewed the objective for the meeting: to select Baldrige Award applicants that would receive a site visit for clarification and verification of information, making sure not to exclude any potential award recipients. She presented historical data on the award process.

Bayless oriented the panel to the Judges’ Applicant Book, which contained blinded Independent and Consensus Review scoring profiles for the 2018 award applicants; the composition of examiner teams in 2018; and the process for voting on applicants to receive site visits.

The judges then independently reviewed the Judges’ Applicant Book, discussed the scoring profiles, and selected 12 of 27 applicants to receive site visits: 2 of 2 small business applicants, 4 of 5 education applicants, 3 of 14 health care applicants, and 3 of 6 nonprofit applicants.

Robert Hunt asked the judges to verify identified potential conflicts of interest between individual judges and the 12 applicants to receive site visits, and to identify any additional conflicts. He reminded the panel that any judge with a real or perceived conflict of interest with an applicant will not view information or participate in discussions on that applicant, including deliberations on whether to recommend the applicant for the Baldrige Award.

Hunt reviewed the roles and responsibilities of the judges before, during, and after the November 5–9, 2018, Judges Panel meeting, as well as the process judges will follow in determining which applicants to recommend as recipients. The judges discussed and approved minor improvements to that process, with the goal of increasing effectiveness and efficiency; they also finalized the schedule for receiving and completing materials for the November meeting.

Tammy Dye and Lawrence Ramunno presented information on health care metrics, with an emphasis the appropriate use of these measures in judging. Kristin Stehouwer and JoAnn Sternke discussed key issues and metrics for determining excellence in higher and K–12 education.

Stehouwer asked the judges to share strengths and opportunities for improvement in the meeting. The judges agreed on the usefulness of the meeting and made minor technical suggestions.

The meeting was adjourned at 3:30 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

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Kristin Stehouwer, ChairDate