

# Minutes

## Judges Panel of the Malcolm Baldrige National Quality Award

### Baldrige Performance Excellence Program • National Institute of Standards and Technology

August 23, 2017

#### Attendees

Judges: Kenneth Davis, Tammy Dye, Eric Fletcher, Mary Kay Fyda-Mar, Gregory Gibson, John Harris, Miriam Kmetzo, John Molenda, Lawrence Ramunno, Diane Springer, Kristen Stehouwer, John Timmerman

NIST: Jamie Ambrosi, Dawn Bailey, Rebecca Bayless, Jacqueline DesChamps, Robert Fangmeyer, Ellen Garshick, Robert Hunt, Scott Kurtz, Darren Lowe, Christine Schaefer

#### Welcome and Introductions

John Timmerman, 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 attendance and willingness to participate in the Malcolm Baldrige National Quality Award process. Timmerman emphasized that the judges are a collective in which everyone is encouraged to contribute thoughts and opinions.

The judges reviewed and unanimously approved the minutes from their meeting on June 7, 2017.

Judges who participated in the previous days' award process redesign session shared a summary. Through a human-centered design, participants brainstormed and prototyped ways to remove barriers to the award process for organizations. An additional focus was how to increase support of early-level applicants, and identify and cultivate potential applicants.

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 and noted two changes for 2017: (1) the reinstatement of a "swing pool" for alumni examiners, allowing the program to backfill and strengthen teams, and (2) the designation of a formal backup team leader for each Independent and Consensus Review Team; previously, this role was informal.

Bayless oriented the panel to the Judges' Applicant Book, which contained blinded Independent and Consensus Review scoring profiles for the 2017 award applicants. She also reviewed the composition of examiner teams and the process for voting on applicants to receive site visits.

The judges then independently reviewed the scoring profiles, held discussions, and selected 14 of 24 applicants to receive site visits: 2 of 3 small business applicants, 3 of 5 education applicants, 7 of 12 health care applicants, and 2 of 4 nonprofit applicants.

Robert Hunt asked the judges to verify potential individual conflicts of interest identified by the Baldrige Program and to identify any additional conflicts. He reminded the panel that any judge with a real or perceived conflict of interest with an applicant would 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 Judges Panel Meeting. Hunt and Timmerman also reviewed the process judges will follow in determining which applicants to recommend as recipients and the schedule for receiving and finalizing materials for the November meeting.

To help the panel in judging applicants, Kenneth Davis and Lawrence Ramunno presented materials on health care metrics, with an emphasis on trends in the use of federally mandated, publicly reported measures for Medicare patients and the appropriate use of these measures in judging health care applicants. Gregory Gibson and Kristin Stehouwer discussed key issues for determining excellence in school systems and higher education, with a focus on measures. In addition, Jamie Ambrosi reviewed a document designed to help examiner teams evaluate large, complex organizations.

Timmerman asked the judges to share their thoughts about the meeting, as well as any opportunities for improvement. 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.

John Timmerman  
Chair  
Judges Panel  
11/5/2017