Baldrige Performance Excellence Program

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Baldrige Performance Excellence Program

A 30-year-old public-private partnership to improve the quality, performance, and sustainability of organizations in the US

Establish the standard of excellence

Identify role-model organizations

Foster use of the standard and share best practices
Unique Public-Private Partnership

- Original Components
  - NIST/DOC
  - Board of Overseers
  - Panel of Judges
  - Baldrige Foundation
  - National association (ASQ)

- Additional Components
  - Award Recipients
  - Board of Examiners
  - Alliance for Performance Excellence

Private sector contributions exceed $10,000,000* per year.
Board of Overseers, includes

- VP of Quality, ALCOA (Arconic)
- Pres/CEO, American College of Healthcare Executives
- Pres/CEO College of Healthcare Information Management Executives
- VP of Quality and New Product Introduction, Ford Motor Company
- Pres/CEO Main Line Health
- Superintendent, Menomonee Falls School District
- Chair, National Association of Corporate Directors
- President, Northwest Missouri State University
- Senior Managing Director, United States Golf Association
Panel of Judges, includes

- EVP/COO, Charleston Area Medical Center
- Senior Financial Management Executive, Del Norte Credit Union
- Director, Eaton Business Excellence
- Senior Project Manager, Microsoft
- EVP/COO, Northwood University
- Assistant Adjutant General, Ohio National Guard
- Superintendent, Pewaukee School District
- Director, PriceWaterhouseCoopers, Public Sector
- Chief Medical Officer, Sibley Hospital
About the Baldrige Excellence Framework

- Developed and updated in partnership with industry
- Evolved from quality management excellence to organization-wide excellence
- Used as basis for the Award and as a leadership and management guide
- Nationally and internationally recognized and emulated
- Foundation for all other products and services

Net Promoter Score: 80–100
About the Baldrige Award

- Presidential award
- Highest level of national recognition for performance excellence
- Traditionally notified by Commerce Secretary; presented by the President of the United States
- Recipients agree to share their best practices

Net Promoter Score: 80–100
About the Baldrige Award (cont)

- Over 1,700 applicants
- 118 recipients represent all sectors

- Award applicants are a small fraction of the users.
Business Recipients - First 5 vs Last 5 Years

- AT&T
- Cadillac
- Boeing
- Federal Express
- IBM
- Motorola
- Ritz Carlton
- Texas Instruments

- Bristol TN Essential Services
- Stellar Solutions
- Don Chalmers Ford
- Lockheed Martin, Missile and Fire Control
- MESA Products
- Midway USA
- Momentum Group
- PriceWaterhouseCoopers, PSP
Award Ceremony and Quest Conference

- Presidential award—aiming for a White House visit
- Secretary Ross presided over ‘16 award ceremony
- ~750 participants, increasing number of large groups attending Quest for Excellence
- 5 new and 12 former recipients shared their best practices

Net Promoter Score: 65
The Performance Excellence Pyramid

- Baldrige Award Recipients: ~4/yr
- Baldrige Award Applicants: ~30/yr
- Baldrige Program Examiners: ~375/yr
- State/Regional Award Recognitions: ~900/yr
- State/Regional Program Applications: ~1,500/yr
- State/Regional Program Examiners: ~1,700/yr
- Users of the Baldrige Framework and Criteria: Tens of thousands/yr
The Burning Platform, Agility, and Culture Change

- FY2012 and the loss of federal funding
- Creation of new business model and business plan
- Streamlined operations, leaned-out processes
- Reduced staff by 65%
- Designed, tested, and implemented new revenue streams
- Raised fees for existing products and services
- Increased revenues by nearly 300%
Baldrige Executive Fellows Program

- In-depth learning from world-class organizations and their senior executives
- A peer network of fellow executives to tap into now and in the future
- Best practices and solutions to drive improvement in your organization’s results
- A capstone project to address a unique strategic challenge or opportunity facing your organization

“...performance excellence “The level of passion, enthusiasm, and excitement was second to none…”

Kathy Kearney, John Deere Financial  Brad Mitchell, UPS
Baldrige Excellence Builder

- Abbreviated version of the Excellence Framework
- Easier to understand and use
- Freely available
- Standardized assessment tier in the state/regional programs
- Foundation for other further derivative products and services
Baldrige Examiner Training Experience

- Fulfills a previously unmet demand for Baldrige training for non-examiners
- Leverages availability of unused seats in examiner training
- Serves as a recruitment tool for future examiners
- Revenues permit us to train volunteer examiners without charging a tuition fee

“Best professional development program that I’ve ever attended”

Dr. Mark J. Safferstone, Executive Director
UMW Campuses at Stafford and Dahlgren
Baldrige Collaborative Assessment

- Any organization may participate
- Not associated with the award process in any way
- Team of 6 very experienced Baldrige examiners
- Planning calls held in advance to understand organizational context
- 4.5 days at the organization’s site(s)
- Joint assessment with recommendations and immediate feedback

“This intensive, 5-day collaborative assessment was extremely well-planned, professionally staffed and organized, and artfully deployed. The quality and usability of the formal feedback report was also outstanding.”

Kin Hill, CEO
Charleston Water System
Baldrige Cybersecurity Excellence Initiative

• Help organizations understand the robustness and effectiveness of their cybersecurity programs and practices
• Help organizations gauge how cybersecurity efforts align with organizational strategy
• Emphasize the tracking and use of performance metrics to drive decision making and improvement
• Aid and encourage effective use of Cybersecurity Framework
• Recognize and share role model best practices
To achieve improved health and well-being, better educational outcomes, and more robust economic conditions, communities need a *systems approach* to improvement.

- Formal agreement between BPEP and COE
- Development of a Communities Framework
- Nationwide learning collaborative
- Recognition of Communities on the journey
Financial Performance

Closing the Gap ($K)

Funding Profile ($K)

- 10,000
- 5,000
- 0

Foundation Support
Federal Funding
Looking to the Future …

• Continue efforts to ensure program sustainability
  o Enhance revenue streams/control costs
  o Support Foundation fundraising and congressional outreach, as appropriate

• Enhance alignment and integration of the Baldrige Enterprise

• Expand Baldrige Cyber/Communities of Excellence

• Increase collaboration with MEP to better serve small manufacturers

• Create additional framework derivatives to address national needs
Thank you for your attention!

- Comments?
- Questions?
Supplemental Slides
Reach and Impact of Baldrige

- 55,000+ presentations
- Improved: operations, engagement, outcomes
- 10,000 applications
- 20,000 examiners
- 40,000 conference attendees

Baldrige Program NIST

- 10,000+ Baldrige Examiners
- ~80 Business Excellence Programs Worldwide
- Baldrige Executive Fellows
- 106 Baldrige Award Recipients
- 1,600+ Baldrige Award Applicants
- 30+ State/Sector Baldrige-Based Programs
- 30+ Corporate Baldrige-Based Excellence Programs
- Association Baldrige-Based Programs
- Baldrige Communities of Excellence
- Baldrige Performance Excellence Groups
- College/University Business Courses

Baldrige-Based Accreditations

Baldrige-Based Excellence Programs

Baldrige-Based Programs

Business Excellence Programs Worldwide

Baldrige Award Recipients
Products and Services to Spread Performance Excellence

- Baldrige Excellence Framework
- Baldrige Award process
- Application summaries of award recipients
- Annual fictitious case studies
- Award ceremony and Quest for Excellence Conference
- Regional Conferences

- Social media: Blogrige, LinkedIn, Twitter
- Baldrige Executive Fellows Program
- Baldrige Excellence Builder
- Baldrige Examiner Training Experience program
- Collaborative Assessment offerings
- Communities of Excellence initiative
- Baldrige Cybersecurity Excellence Program
“The publication containing the Baldrige Criteria is probably the single most influential document in the modern history of American business.”

-Gordon Black, Chairman and CEO
Harris/Black International

“Baldrige recipients outperform the S&P 500 by 6.5 to 1”

“‘Baldrige Index' Outperforms S&P 500 for Fifth Year”

Conservative benefit to cost ratio for the Program is 820:1.

Program generates ~$1 billion in economic benefit annually.