

Baldrige National Quality Program



*Get on Board As a
Baldrige Examiner*

*Are you interested in improving America's
competitive position?*



*Here's your chance!
The Baldrige National Quality Program
is seeking applicants for the
Board of Examiners.*



Malcolm Baldrige National Quality Program

Being a Baldrige Examiner has given me a remarkable perspective on how I personally contribute to the success of my organization and the surrounding health care community. This insight has helped me develop constructive, mature approaches to organizational improvements, innovations, and institutional challenges. Each year of training, application review, and teamwork has been a greater learning experience than the last!

Amy L. Friedman M.D.
Organ Transplant Surgeon
Yale University School of Medicine
Senior Examiner, 2005
Examiner, 2002–2004

Do you have what it takes to be a Baldrige Examiner?

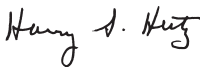
The Malcolm Baldrige National Quality Award, created by an Act of Congress in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive. The success of the Malcolm Baldrige National Quality Award Program is dependent on a board of volunteer Examiners who evaluate Award applications. Examiners are the heart of the Program, as they give tremendous time and energy to evaluating applications and to helping organizations learn about the Program and its value.

Each year the Award Program recruits the best in the business, education, health care, and nonprofit fields to serve as members of the board. Currently, there are five Award eligibility categories: manufacturing, service, small business, health care, and education. However, legislation approving a nonprofit category was passed in 2005, and nonprofits will become eligible when funding for the category is approved. Category coverage and balance are important factors in selecting board members. We seek to ensure broad representation from many industries, companies, and organizations, including those from for-profit, nonprofit, and public sectors. We are particularly interested in attracting applicants with small business, education, health care, or senior management experience.

Past board members have described the experience of serving on the board as an asset to their organizational and career objectives and have commended the unending benefits of networking with other astute professionals.

If you believe you are qualified and want to benefit from the networking and educational experience of being an Examiner, we invite you to apply for the Board of Examiners.

Sincerely,



Harry S. Hertz
Director, Baldrige National Quality Program

MALCOLM BALDRIGE NATIONAL QUALITY AWARD

The Malcolm Baldrige National Quality Award, created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does it recognize excellent organizations, the Award also aims to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes information sharing on successful performance strategies and the benefits of implementing such strategies.

The Department of Commerce is responsible for the Baldrige National Quality Program and the Award. The National Institute of Standards and Technology (NIST), an agency of the Department's Technology Administration, manages the Baldrige Program.

WHAT IS THE BASIS FOR THE CRITERIA?

The Criteria are developed from the state-of-the-art learning of private- and public-sector organizations that are working to achieve organizational performance excellence. The Criteria reflect validated, leading-edge practices for achieving performance excellence. They fall into seven Categories, which are listed below as they appear in the *Criteria for Performance Excellence* (the names of some Categories vary slightly in the Health Care and Education Criteria booklets):

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Measurement, Analysis, and Knowledge Management
5. Human Resource Focus
6. Process Management
7. Business Results

BENEFITS OF BEING AN EXAMINER

- Strengthen your ability to use the Criteria for Performance Excellence for organizational assessment.
- Network with some of the nation's foremost experts in the business, education, health care, and nonprofit fields.
- Learn how leading organizations achieve performance excellence.
- Use your expertise to improve America's competitive position.
- Receive valuable training and experience in understanding and applying the Criteria to business, education, health care, and nonprofit organizations.
- Develop analytical and consensus-building skills and a systems perspective that can be applied at your home organization.
- Attend the annual ceremony where the President of the United States presents the Malcolm Baldrige National Quality Award.

I am grateful to have had the chance to be a Baldrige Examiner. A good deal of work is required, but the return on investment is huge. I can't think of a better experience for enhancing your career — I've gained in-depth knowledge of the Baldrige Criteria and how high-performing organizations are using them, while developing valuable teamwork and analytical skills. The people you meet are top-notch, the exposure to different industries and business models expands your horizons, and best of all, it is a lot of fun!

Steve Lampa

**Senior Vice President, Lodging Quality Assurance & Rooms Operations
Marriott International
Panel of Judges, 2005
Alumni Examiner, 2001–2003
Senior Examiner, 1997–2000
Examiner, 1995–1996**



BACKGROUND

The Baldrige National Quality Program depends on a volunteer Board of Examiners. The Board of Examiners consists of approximately 500 leading U.S. business, health care, education, and nonprofit experts selected from industry, professional, and trade organizations; government agencies; other nonprofit groups; and the ranks of the retired. Examiners must take part in a comprehensive preparation course covering the Criteria for Performance Excellence, the scoring system, and the evaluation process.

DUTIES OF EXAMINERS

Examiners review, write an analysis of, and score written applications and prepare final scorebooks that are the foundation for written feedback reports to applicants. They also may participate in a consensus review process and a site visit. In addition to their application review responsibilities, board members contribute significantly to the Baldrige National Quality Program through outreach and educational activities by serving as representatives of the Program.

SELECTION

For its Board of Examiners, the Baldrige National Quality Program seeks experts capable of evaluating organizations eligible for the Malcolm Baldrige National Quality Award and willing to serve as representatives of the Program. Board members are selected and appointed by the National Institute of Standards and Technology. Efforts are made to ensure broad representation and minimize disproportionate involvement of one industry, sector, or single organization. Examiners must be citizens or permanent residents of the United States and be located in the United States or its territories. No applicant shall be denied consideration or appointment as an Examiner on the grounds of race, creed, color, national origin, age, sex, or disability.

Factors considered in selection are

- expertise in business, education, health care, or nonprofit management, processes, and results
- knowledge of practices and improvement strategies leading to performance excellence
- length, breadth, and type of experience
- analytical, communication, team, and leadership skills
- education and training

CODE OF ETHICAL CONDUCT

Board members are expected to carry out their duties and responsibilities in the Award Program in accordance with the Code of Ethical Conduct.

EXAMINER APPOINTMENTS

Examiners are appointed for a one-year term, but they may reapply for additional service. Each year, approximately one-third of the members of the Board of Examiners are new appointees.



TIME COMMITMENT AND EXPENSES

Examiners contribute a significant amount of time to the Baldrige National Quality Program, and applicants for the board should give careful consideration to the time commitment required to meet the Award review schedule. A minimum of 110 hours is required from May to December. The actual commitment depends on the number of Award applications to be reviewed and whether the Examiner participates in a site visit.

Attendance at a three-day Examiner Preparation Course in April or May is required for all Examiners. First-year Examiners are required to attend one additional day of training. The Award's critical review periods are mid-June through July for independent review, late August through September for consensus review, and October through November for site visit review.

Review of written applications is carried out at the Examiner's work location or home. Travel is necessary only for training and site visits. Examiners may request reimbursement for travel and expenses if their employers do not support their activities.

TRAINING

Training for those selected to be Examiners will be held in the Washington, D.C., area. All board members must participate in a challenging and rewarding three-day preparation course using a fictitious case study and must complete a 30- to 40-hour case study evaluation prior to attending class. An additional day of training is required for first-year and Senior Examiners. Participation by board members in the Examiner Preparation Course is critical to the success of the Program because this course includes a detailed review of the Criteria for Performance Excellence and scoring system, the evaluation process (independent review, consensus review, and site visit review), and the Code of Ethical Conduct. Selectees who cannot attend one of the scheduled classes will not serve as Examiners.



Being a Baldrige Examiner is nonstop learning, and it not only provides insight into how organizations succeed, it also supplies lessons in teamwork, collaboration, listening, consensus-building, and mentoring.

Robert J. Noga
Quality Manager
Flex Products
Examiner, 2004–2005



HOW TO APPLY

Examiner applications are available in November each year. To obtain an Examiner application, download the application from our Web site (www.baldrige.nist.gov), or call the Baldrige National Quality Program at (301) 975-2036. Additional information about the Baldrige National Quality Program also can be found on our Web site.

KEY DATES

- **November**
Examiner applications available
- **January**
Examiner applications due
- **March**
Examiner selection letters mailed
- **April/May**
Examiner Preparation Course



Serving as a Baldrige Examiner is one of the richest professional and personal growth experiences in my career. I have the privilege to work with highly skilled and dedicated professionals who are committed to organizational excellence and to contribute to organizational improvement nationally and internationally. As both an Examiner and a user of the Baldrige Criteria in my own organization, I am convinced the Criteria hold the key to continuous improvement, higher performance, and sustainability. Participation in Baldrige is an exciting journey well worth the investment!

David J. Kroeze
Superintendent
Northbrook School District 27
Examiner, 2004–2005

NIST0049
September 2005



Baldrige National Quality Program

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NIST

Baldrige National Quality Program
National Institute of Standards and Technology
Technology Administration
U.S. Department of Commerce
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

Official Business
Penalty for Private Use \$300
Address Service Requested

FIRST CLASS MAIL
Postage and Fees

PAID

NIST Permit No.
G195