

2008

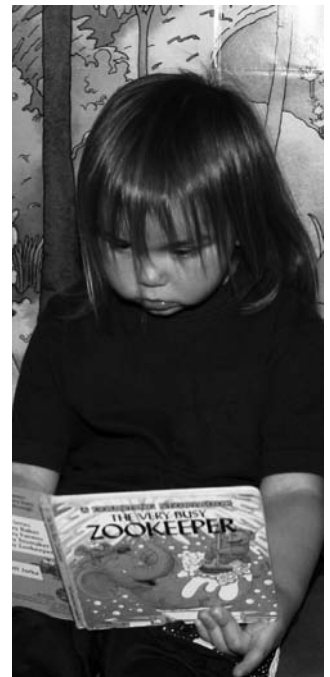
National Institute of Standards and Technology
Department of Commerce
Baldrige National Quality Program



Baldrige Award Application Forms

leadership

ethics



innovation

recognition



The Malcolm Baldrige National Quality Award

The Award crystal, composed of two solid crystal prismatic forms, stands 14 inches tall. The crystal is held in a base of black anodized aluminum, with the Award recipient's name engraved on the base. A 22-karat gold-plated medallion is captured in the front section of the crystal. The medal bears the inscriptions "Malcolm Baldrige National Quality Award" and "The Quest for Excellence" on one side and the Presidential Seal on the other.

The President of the United States traditionally presents the Award at a special ceremony in Washington, D.C. The Award is made annually to recognize U.S. organizations for performance excellence. The Award eligibility categories are

- manufacturing businesses
- service businesses
- small businesses
- education organizations
- health care organizations
- nonprofit organizations

Award recipients may publicize and advertise their Awards. Recipients are expected to share information about their successful performance strategies with other U.S. organizations.

Opportunity to Increase Organizational Learning Using the Baldrige Criteria

If you would like the opportunity to gain a deeper insight into the Baldrige Criteria for Performance Excellence and the Baldrige Award process, you may nominate a senior member of your organization to be noncompetitively appointed to the Board of Examiners. The nominee will be expected to fully participate as a member of the board; this includes attending the Examiner Preparation Course in Gaithersburg, Maryland, and participating in the evaluation of an organization that has applied for the Award.

The opportunity to learn and the required commitment of time are substantial. The opportunity to learn includes gaining a better understanding of the Baldrige Criteria and seeing how they are used in high-performing organizations, as well as developing a new network of professional colleagues. The time commitment is a minimum of 114 hours from April to December (including approximately 40 hours in April/May to complete prework for the Examiner Preparation Course, 3–4 days in May to attend the preparation course, and another 50–70 hours from June through September to complete the Independent and Consensus Reviews). If requested by the Program, Examiners also are expected to participate in the Site Visit Review (approximately 9 days).

Please note that all board appointments are for one year only and that travel and housing expenses incurred for the Examiner Preparation Course must be covered by your



Crystal by Steuben

organization. In addition, if your organization already has representatives on the Board of Examiners, nominating an additional person may impact the competitive selection of your other employees for another term.

To take advantage of this opportunity, an organization must submit its Eligibility Certification Package (with a proof of the mailing date) on or before March 7, 2008. The Eligibility Certification Form can be found on pages 15–24 of this document, and Microsoft Word versions of this form, as well as the Application Form, are available online at www.baldrige.nist.gov/Award_Application.htm.



BALDRIGE
National Quality Program

Baldrige National Quality Program

National Institute of Standards and Technology • Department of Commerce

January 2008

Congratulations!

By supplementing your copy of the *2008 Criteria for Performance Excellence* with a copy of the *2008 Baldrige Award Application Forms* booklet, you have taken the second step in using the Baldrige process to improve your organization's performance and growth. Now it is time to consider taking the next step—applying for the Award.

For a nominal application fee, determined by the size and nature of your organization, your application will receive at least 300 hours of review by several experts selected for their depth and breadth of knowledge. Site-visited organizations receive more than 1,000 hours of in-depth review, and each applicant receives an extensive feedback report.

Because of the learning inherent in completing the application and in the feedback you will receive, the effort that goes into applying for the Award should result in a significant return on your investment. The process will help you prioritize opportunities for improvement and identify strengths to celebrate. As a result, the rate at which your organization improves should accelerate.

To further increase your organizational learning, we will provide an opportunity for a senior employee of your organization to be a member of the 2008 Board of Examiners. If you are interested in taking advantage of this opportunity, you must submit your Eligibility Certification Form on or before March 7, 2008. You may use the forms in this document or the Microsoft Word versions of these forms, which are available online at www.baldrige.nist.gov/Award_Application.

Every Baldrige Award recipient's journey toward performance excellence includes using the application process as part of the organization's improvement and strategic planning process. Many of our recipients apply several times before receiving the Award, while others receive the Award on their first attempt. They *all* report that the process is worthwhile. The Baldrige process is designed to make each applicant a "winner" by raising its performance to a higher level. Consider making the decision to apply now, and accelerate the rate of your organization's performance improvement. As thousands of organizations can attest, your organization will be better for it!

Sincerely yours,

Harry S. Hertz, Director
Baldrige National Quality Program

2008 Changes

Proof of Mailing Date

The Eligibility Certification Package and the Award Application Package must include a proof of the mailing date. One option to fulfill this requirement is to send the packages via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or United States Postal Service [USPS] Express Mail) that automatically records the mailing date. If the packages are mailed through the USPS (via a service other than Express Mail), applicants must include a dated receipt from the post office in the package. Applicants are encouraged to submit the Eligibility Certification Package and the Award Application Package early.

Removal of Cap on Award Recipients per Eligibility Category

President George W. Bush signed HR 2272 on August 9, 2008, eliminating the previous cap on Awards of three per eligibility category (manufacturing, service, small business, health care, education, and nonprofit). The new law implements a cap of 18 total Awards across all categories. Previous Award recipients that are nominated for a subsequent award will not be included in the total cap of 18.



On March 13, 2007, the three 2006 Baldrige Award recipients were honored in Washington, D.C. The above photo features (from left to right) U.S. Vice President Richard B. Cheney; Premier Vice President of Organizational Engagement and Performance Excellence Kelli Loftin Price; Premier President and Chief Executive Officer Richard A. Norling; North Mississippi Medical Center (NMMC) President Charlie D. Stokes; NMMC Chief Executive Officer John Heer; MESA Products, Inc., Sales and Marketing Manager John Robert Cole; MESA Products, Inc., President Terry F. May; and U.S. Secretary of Commerce Carlos M. Gutierrez.

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The Malcolm Baldrige National Quality Award logo and the phrases “The Quest for Excellence” and “Performance Excellence” are trademarks and service marks of the National Institute of Standards and Technology.

The Malcolm Baldrige National Quality Award and Award Process

What is the purpose of this booklet?

The purpose of this booklet is to provide instructions and forms for (1) certifying eligibility to participate in the Malcolm Baldrige National Quality Award process and (2) applying for the Award.

What is the Malcolm Baldrige National Quality Award?

The Malcolm Baldrige National Quality Award, created by Public Law 100-107 in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.

The major focus of the Award is on performance in six key areas: product and service outcomes, customer-focused outcomes, financial and market outcomes, workforce-focused outcomes, process effectiveness outcomes, and leadership outcomes. It is *not* given for specific products or services. To be selected as an Award recipient, an organization must have a system that ensures continuous improvement in overall performance in the delivery of products and/or services and that provides an approach for satisfying and responding to customers and stakeholders.

Up to 18 Awards may be given annually across six eligibility categories: manufacturing, service, small business, education, health care, and nonprofit. Previous Award recipients that are nominated for a subsequent award will not be included in the total cap of 18.

Why was the Award established?

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does the Award recognize organizations with exceptional performance strategies, it 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 derived from using these strategies.

Who may participate?

Organizations that may apply include privately and publicly owned for-profit businesses and nonprofit organizations headquartered in the United States and its territories; for-profit and nonprofit public, private, and government education organizations that provide education services to students in the United States and its territories; and for-profit and nonprofit public, private, and government health care organizations that are located in the United States and its territories and are primarily engaged in providing medical, surgical,

or other health care services directly to people. Subunits of organizations may apply if they meet certain requirements.

Who is involved with the Award process?

National Institute of Standards and Technology: The U.S. Department of Commerce is responsible for the Baldrige National Quality Program and the Award. The National Institute of Standards and Technology (NIST), an agency within the Department of Commerce, manages the Program.

American Society for Quality: Under contract to NIST, the American Society for Quality (ASQ) assists in administering the Award Program.

Board of Examiners: The Board of Examiners evaluates Award applications and prepares feedback reports for the applicants. The board consists of leading experts from U.S. businesses and health care, education, and nonprofit organizations.

Panel of Judges: This panel, which is part of the Board of Examiners, selects Award applicants to undergo site visits and recommends Award recipients. The Secretary of Commerce appoints the Judges, who are from all sectors of the U.S. economy.

Board of Overseers: This board is appointed by the Secretary of Commerce and provides oversight on the Baldrige National Quality Program for the U.S. Department of Commerce. The board consists of distinguished leaders from all sectors of the U.S. economy.

The Foundation for the Malcolm Baldrige National Quality Award: The Foundation raises funds to permanently endow the Award Program and manages the endowment.

How do the Criteria Categories for Education and Health Care differ from the Business/Nonprofit Criteria Categories?

There is a very close alignment among all three Criteria and their related Categories. Six of the seven Categories have the same title in all three Criteria. Variations on the title for Category 3, however, reflect differences in terminology among the three sectors: In the *Criteria for Performance Excellence* (referred to as the Business/Nonprofit Criteria), Category 3 is called “Customer and Market Focus.” That same Category is called “Student, Stakeholder, and Market Focus” in the *Education Criteria for Performance Excellence* and “Focus on Patients, Other Customers, and Markets” in the *Health Care Criteria for Performance Excellence*.

What is the basis for the Criteria?

The Criteria are developed from the 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.

How do applicants benefit from applying for the Award?

Each applicant gains an outside perspective on its organization based on 300 to 1,000 hours of review by members of the Board of Examiners. The results of this review are synthesized in a feedback report outlining strengths and opportunities for improvement based on the Criteria. Feedback reports are often used by organizations as part of their strategic planning process to focus on their customers and to improve results, as well as to help energize and guide their organizational improvement efforts.

How are Award recipients selected?

Award applications are reviewed by a team from the Board of Examiners. The higher-scoring applicants receive site visits. The Panel of Judges reviews information obtained during these site visits and, based on this review, recommends Award recipients from among the site-visited organizations. The Secretary of Commerce then makes the final selection of Award recipients.

What does an organization receive if it is an Award recipient?

Each Award recipient receives a crystal trophy bearing a gold-plated medallion with the inscriptions “Malcolm Baldrige National Quality Award” and “The Quest for Excellence.” The President of the United States traditionally presents the Award at a special ceremony in Washington, D.C. Award recipients may publicize and advertise their Awards.

Is the identity of applicants and the information submitted made available to the public?

The identity of all applicants remains confidential unless the applicant is selected as an Award recipient. The Baldrige Program treats all applicant information as strictly confidential and has numerous protocols and processes in place to protect the applicants and to help ensure the integrity of the Award Program.

What is expected of Award recipients?

Award recipients are required to share information about their exceptional performance practices with other U.S. organizations. However, recipients are not required to share proprietary information, even if such information was part of their Award application. The principal mechanisms for sharing information are the annual Quest for Excellence® Conference, highlighted on page 41 of this document, and several one-day regional conferences. Sharing beyond The Quest for Excellence Conference is voluntary.

How do organizations apply?

Applying for the Award is a two-part process. The first part is eligibility certification, when the organization certifies that it meets eligibility requirements. Instructions and the form for certifying eligibility begin on page 11.

The second part consists of preparing and completing an Award Application Package, including an application form and an application report. The application report must summarize the organization's practices and results in response to the requirements delineated in the Items of the Criteria for Performance Excellence. Instructions and the form for applying for the Award begin on page 28. Applications will not be accepted unless eligibility certification has been completed by the due date.

If you plan to apply for the Award in 2008, you also will need the appropriate *2008 Criteria for Performance Excellence* (Business/Nonprofit, Education, or Health Care) booklet for your particular organization. Ordering information is given on page 39.

**Eligibility Certification Package
with a nomination to the Board of Examiners
due March 7, 2008**

**Eligibility Certification Package
without a nomination to the Board of
Examiners due April 8, 2008**

**Award Application Package
submitted on a CD
due May 8, 2008**

**Award Application Package
submitted on paper copies
due May 22, 2008**

2008 Baldrige Award Program Processes and Time Frames

Eligibility Certification

(Package sent to ASQ with a proof of the mailing date by **April 8, 2008**, OR **March 7, 2008**, for eligibility certification with a nomination to the Board of Examiners)

Prepare and submit the Eligibility Certification Package (with a proof of the mailing date) no later than **April 8, 2008 (March 7, 2008)**, for eligibility certification with a nomination to the Board of Examiners) to certify eligibility in one of six Award categories: manufacturing, service, small business, education, health care, and nonprofit. Remember to indicate on the Eligibility Certification Form your method of payment for the nonrefundable eligibility certification filing fee (see the box on page 5) and, if paying by check or money order, to include it in the Eligibility Certification Package.

Note: In the event of multiple submissions from one parent organization, while all may be found eligible, the number of applicants for the Award will be determined by eligibility restrictions under VI.C. Multiple-Application Restrictions on page 9.

Award Application

(Package sent to ASQ with a proof of the mailing date by **May 22, 2008**, for paper copies OR **May 8, 2008**, if submitted on a CD)

If submitting paper copies, prepare and submit 25 copies of the application report with the application fee(s) and a proof of the mailing date no later than **May 22, 2008**. If the application report is submitted on a CD, the package must be sent (with a proof of the mailing date) by **May 8, 2008**. The application fee (see the box on page 5) covers expenses associated with the review of applications and the development of feedback reports. Indicate your method of payment on the Application Form and, if paying by check or money order, include it in the Award Application Package.

Independent and Consensus Review (June–September 2008)

The application is reviewed independently by members of the Board of Examiners. At the conclusion of this review, the application is reviewed jointly by a team of Examiners, led by a Senior Examiner. At the conclusion of the latter review, the Panel of Judges determines which applicants will receive site visits.

Site Visit Review (October–November 2008)

A team of six to eight members of the Board of Examiners, led by a Senior Examiner, conducts on-site verification and clarification of the application. Site visits consist primarily of a review of pertinent records and data, as well as interviews with senior leaders and employees. Following the site visit, the Site Visit Team submits its report to the Panel of Judges.

If an organization is chosen for a site visit, the organization is responsible for paying a site visit fee, which helps cover expenses associated with the site visit. More information on site visit fees is given on page 5. Additionally, the organization is expected to provide updates for all results provided in the application. These updates become part of the official application.

Judges' Review (November 2008)

The Panel of Judges conducts final reviews and recommends Award recipients to the Director of NIST, who conveys the recommendations to the Secretary of Commerce. The Secretary of Commerce makes the final determination of Award recipients.

Role-Model Determination: The Secretary of Commerce and the Director of NIST are responsible for determining that recommended Award recipients are appropriate role models and, therefore, should be approved for the Malcolm Baldrige National Quality Award. The purpose of this determination is to help ensure the preservation of the Award's integrity.

In determining role models, NIST conducts record checks on site-visited applicants and the highest-ranking official to verify that they are in compliance with legal and regulatory requirements. This includes records of the Internal Revenue Service, the Federal Bureau of Investigation, the Bureau of Export Administration, the General Services Administration, the Equal Employment Opportunity Commission, the Occupational Health and Safety Administration, and local police and judicial offices in the jurisdiction of the applicant's headquarters. No new or independent investigations are conducted.

Feedback Reports
(September–December 2008)

Each applicant, including Award recipients, receives a feedback report. Feedback reports are prepared and distributed after it is determined either that the applicant will not move to the next level of review for the Award or that the applicant is an Award recipient. Feedback reports are prepared by members of the Board of Examiners based on applicants' responses to the Criteria for Performance Excellence. The feedback reports contain applicant-specific descriptions of strengths and opportunities for improvement based on the Criteria for Performance Excellence.

Award Ceremony
(Spring 2009)

The President of the United States traditionally presents the Awards at a special ceremony in Washington, D.C.

Fees for the 2008 Award Cycle

Eligibility Certification Filing Fee: For the 2008 Award cycle, a nonrefundable fee of \$150 must be submitted to ASQ along with the Eligibility Certification Package and a proof of the mailing date **no later than April 8, 2008 (March 7, 2008, for eligibility certification with a nomination to the Board of Examiners).**

Application Fee: The chart below shows the 2008 application fees for various types of organizations. For the 2008 Award cycle, the appropriate fee must be submitted to ASQ with the Award Application Package and a proof of the mailing date no later than **May 22, 2008, for paper copies (May 8, 2008, if submitted on a CD*).**

AWARD CATEGORY	ELIGIBILITY FEE	APPLICATION FEE*	SUPPLEMENTAL SECTION FEE (IF APPLICABLE)**	SITE VISIT FEE USUAL RANGE (IF APPLICABLE)***
MANUFACTURING	\$150	\$6,000	\$2,000	\$20,000–\$35,000
SERVICE	\$150	\$6,000	\$2,000	\$20,000–\$35,000
SMALL BUSINESS	\$150	\$3,000	\$1,000	\$10,000–\$17,000
EDUCATION, NONPROFIT K–12	\$150	\$1,000	\$250	\$1,500
EDUCATION, NONPROFIT HIGHER EDUCATION	\$150	\$3,000	\$1,000	\$10,000–\$17,000
EDUCATION, FOR-PROFIT >500 FACULTY/STAFF	\$150	\$6,000	\$2,000	\$20,000–\$35,000
EDUCATION, FOR-PROFIT 500 OR FEWER FACULTY/STAFF	\$150	\$3,000	\$1,000	\$10,000–\$17,000
HEALTH CARE >500 STAFF	\$150	\$6,000	\$2,000	\$20,000–\$35,000
HEALTH CARE 500 OR FEWER STAFF	\$150	\$3,000	\$1,000	\$10,000–\$17,000
NONPROFIT >500 STAFF	\$150	\$6,000	\$2,000	\$20,000–\$35,000
NONPROFIT 500 OR FEWER STAFF	\$150	\$3,000	\$1,000	\$10,000–\$17,000

*An additional processing fee of \$1,250 is required for applications submitted on a CD.

**Supplemental sections are not applicable for applicants with (a) a single performance system that supports all of their product and/or service lines and (b) products or services that are essentially similar in terms of customers and/or users, technology, types of employees, and planning. For a description of a supplemental section, see page 28.

***Site Visit Review Fee

This fee is paid only by applicants receiving site visits. The fee is set when visits are scheduled and is dependent on a number of factors, including the number of sites to be visited, the number of Examiners assigned, and the duration of the visit.

The site visit fee for applicants with more than 500 employees in the manufacturing, service, nonprofit, health care, and for-profit education sectors usually ranges between \$20,000 and \$35,000. The site visit fee is approximately half that rate for small businesses, nonprofit higher education organizations, and applicants in the health care, for-profit education, and nonprofit sectors with 500 or fewer employees. In 2008, the site visit fee for nonprofit K–12 education organizations is \$1,500. The site visit fee for all organizations is due to ASQ two weeks after completion of the site visit.

2008 Eligibility Certification Overview

I. Purpose

The purpose of this section is to provide applicants with information on the eligibility certification process, which is the first step in applying for the Malcolm Baldrige National Quality Award. This information describes the eligibility categories and eligibility restrictions and then provides step-by-step instructions on how to complete the Eligibility Certification Form and other portions of the Eligibility Certification Package.

II. Objective

The objective of the Eligibility Certification Package is to provide sufficient information to determine whether the organization is eligible to apply for the Award. In addition, the package presents a useful profile of the organization and often is the first information about the applicant read by Examiners. The information also is used by the Baldrige National Quality Program Office to avoid conflicts of interest when assigning applications to Examiners.

Applicants self-certify their eligibility to participate in the Award process. The role of the Baldrige Office in the self-certification process is to assist with and offer advice on any questions or issues that applicants may have concerning the process itself or the completion of the required forms included in this document. Notification of eligibility by the Baldrige Office is not required to begin preparation of the application; however, applications will not be accepted unless the Eligibility Certification Package has been submitted by the due date.

The Baldrige Office relies on the information contained in the Eligibility Certification Form that is submitted. If at any time during the Award cycle the information is found to be inaccurate, deeming the applicant ineligible, the Baldrige Office may remove the applicant from Award eligibility. Should this occur, the applicant would be eligible for a feedback report only.

III. Submission Requirements

A. Eligibility Certification Package

The Eligibility Certification Package consists of the following materials. All information provided is considered confidential.

1. A completed **Eligibility Certification Form** must be signed by the highest-ranking official of the organization.

2. An **organization chart(s) and other required documents** described in the Eligibility Certification Form—Instructions on pages 11–14 must be included.
3. **Fee**—The method of payment for the \$150 nonrefundable fee must be indicated on the Eligibility Certification Form. Payments by check or money order must be made payable to the **Malcolm Baldrige National Quality Award** and included in the Eligibility Certification Package.

B. Submission

Potential applicants for the 2008 Award are encouraged to submit the Eligibility Certification Package to ASQ as early as possible. **The package must be mailed no later than April 8, 2008 (March 7, 2008, for eligibility certification with a nomination to the Board of Examiners). See page 26 for ASQ's address. In addition, the Eligibility Certification Package must include a proof of the mailing date.** One option to fulfill this requirement is to send the package via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date. If the package is mailed through the USPS (via a service other than Express Mail), applicants must include a dated receipt from the post office in the package.

IV. Eligibility Certification

The Eligibility Certification Package will be reviewed promptly. If clarification is required, the designated Eligibility Contact Point or alternate will be contacted.

V. Eligibility Categories

A. Business

Any for-profit business headquartered in the United States or its territories, including U.S. subunits of foreign companies, may apply for the Award. For-profit businesses include domestic or foreign-owned companies, joint ventures, corporations, sole proprietorships, partnerships, and holding companies—publicly or privately owned.

The three business categories are defined as follows:

1. Manufacturing

- Organizations and some subunits (see VI. Restrictions on Eligibility, Part B on pages 8–9) that produce and sell manufactured products or manufacturing processes.
- Companies that produce agricultural, mining, or construction products. (See North American Industry Classification System [NAICS] codes on page 27.)

2. Service

Organizations and some subunits that provide or sell services.

Note: If an applicant is both a manufacturer and a service provider, the appropriate eligibility category is the activity that provides the larger percentage of sales.

3. Small Business

Organizations with 500 or fewer employees that are engaged in manufacturing and/or the provision of services.

B. Education

Participation is open to for-profit and nonprofit public, private, and government organizations and some subunits—including U.S. subunits of foreign organizations—that provide education (teaching and instructional) services to students in the United States or its territories. Eligibility is intended to be as open as possible. For example, eligible organizations include elementary and secondary schools and school districts; colleges, universities, and university systems; schools or colleges within universities; professional schools; community colleges; and technical schools. More than 50 percent of all faculty and staff members and/or the budget must be devoted to providing teaching/instructional services directly to students.

Departments within schools or colleges are ineligible.

Note: Education organizations may choose to apply under the service, small business, or nonprofit categories, as appropriate, using the Business/Nonprofit Criteria, or under the education category, using the Education Criteria.

C. Health Care

Participation is open to for-profit and nonprofit public, private, and government organizations and some subunits—including U.S. subunits of foreign organizations—

located in the United States or its territories. These organizations must be engaged primarily in providing medical, surgical, or other health care services directly to people. More than 50 percent of all staff members and/or the budget must be devoted to providing health care services directly to people. Eligibility is intended to be as open as possible. For example, eligible organizations include hospitals, health maintenance organizations, long-term care facilities, health care practitioners' offices, home health agencies, and dialysis and ambulatory surgery centers.

Organizations that do not provide health services directly to people, such as social service agencies, health insurance companies, or medical/dental laboratories, are ineligible under this category. However, such organizations might be eligible under the service, small business, or nonprofit category, as appropriate.

Note: Health care organizations may choose to apply under the service, small business, or nonprofit category, as appropriate, using the Business/Nonprofit Criteria, or under the health care category, using the Health Care Criteria. When an applicant is both an education organization and a provider of health care services to people, the appropriate eligibility category is the activity that represents the larger percentage of its budget.

D. Nonprofit

Participation is open to U.S.-based nonprofit public, private, and government organizations and some subunits—including U.S. subunits of foreign organizations—located in the United States or its territories. Eligibility is intended to be as open as possible. For example, eligible organizations include local, state, and federal government agencies; trade associations; charitable organizations; social service agencies; credit unions; and professional societies.

Note: The U.S. Department of Commerce, the American Society for Quality (ASQ), and their subunits are not eligible to apply for the Baldrige Award.

Note: When a nonprofit organization provides education (teaching and instructional) services directly to students or health care services directly to people in addition to other nonprofit services, the appropriate eligibility category is the activity that represents the larger percentage of its budget. For example, if a state department of education allocates 70 percent of its budget to overseeing the

certification of teachers and educational programs and 30 percent to providing education services directly to students, the nonprofit category would be the appropriate one.

VI. Restrictions on Eligibility

The following restrictions and conditions ensure fairness and consistency.

A. Conditions

1. The applicant must have been in existence prior to April 8, 2007.
2. All subordinate elements of the applicant's organization must be included in the application.
3. An applicant is eligible only if the operational practices associated with all of its major organizational functions can be examined in the United States or its territories. For eligibility purposes, overseas U.S. military installations and embassies do not constitute U.S. territories. If some of an applicant's activities are performed outside its immediate organization (e.g., by overseas components, a parent organization, or other subunits), it must ensure that
 - in the event of a site visit, the appropriate personnel and materials will be available for examination in the United States to document operational practices in all major organizational functions; and
 - in the event the applicant receives the Award, the applicant will be able to share information on the seven Criteria Categories at The Quest for Excellence Conference and at its U.S. facilities. Sharing beyond The Quest for Excellence Conference is voluntary.

B. Subunits

For the purposes of the 2008 Award Application, a subunit means a unit or division of a larger organization. The larger organization that owns, holds, or has organizational or financial control of a subunit will be referred to as the "parent." A parent is the highest level of an organization that would be eligible to apply for the Award.

Note: In the nonprofit category, examples of "parent" organizations are the U.S. Department of Defense (not the Department of the Army), the State of Maryland (not the Department of Transportation), and the Montgomery County

Government (not the Montgomery County Health Department).

The following requirements pertain to subunits:

1. A subunit must be self-sufficient enough to be examined in all seven Criteria Categories.
2. A subunit must have a clear definition of "organization" as reflected in organization literature, such as organization charts, administrative manuals, and annual reports; be recognizable as a discrete entity; and be easily distinguishable from the parent or other subunits of the parent.
3. The subunit must function as a business or operational entity, not as a collection of activities aggregated for the purposes of writing an Award application.
4. A subunit must provide more than 50 percent of its products and/or services directly to customers external to the applying organization, its parent, and organizations controlled by the applicant or parent. A business subunit must derive revenue for those goods and services directly from its external customers rather than from its parent or organizations controlled by the parent; a subunit that is not paid directly by its external customers is considered an "internal supplier" and is ineligible. In the nonprofit category, subunits with a parent organization that services the general public (e.g., the military and local, state, and federal government agencies) are exempt from this requirement.
5. Subunits that perform only support functions are ineligible.

Examples of business and nonprofit support functions are sales, marketing, distribution, finance and accounting, human resource services, environmental services, health and safety services, purchasing, legal services, and research and development.

Examples of education support functions are academic resource and development centers, student advising units, counseling units, food services, health services, housing, libraries, safety services, information technology resources, environmental services, finance and accounting, human resource services, public relations, and purchasing.

Examples of health care support functions are housekeeping, member services, finance and accounting, billing, human resource

services, purchasing, legal services, and research and development.

6. **Manufacturing and service subunits of parents with >500 employees.** For such a subunit to be eligible, 50 percent or more of its products or services must be sold or provided directly to customers/users outside the applicant's organization, its parent organization, and other organizations that own or have financial or organizational control of the applicant or parent.

In addition, the subunit itself

- must have more than 500 employees, OR
- it must have at least 25 percent of all employees in the worldwide operations of the parent, OR
- it must meet one of the requirements listed in VI.B.7, below.

7. **All manufacturing and service subunits, regardless of parent size, that have fewer than 500 employees and less than 25 percent of all employees in the worldwide operations of the parent.** These subunits are eligible in the small business category if

- the applicant subunit was independent prior to being acquired by the parent and continues to operate independently under its own identity, OR
- the applicant subunit is separately incorporated and distinct from other subunits of the parent.

Manufacturing and service subunits meeting only VI.B.7 requirements should apply in the small business category.

C. Multiple-Application Restrictions

1. A subunit and its parent may submit Eligibility Certification Packages in the same year but may not apply for the Award in the same year.
2. All subunits of a parent may submit Eligibility Certification Packages; however, there are restrictions on the number of subunits that may apply for the Award in the same year. If the parent organization, including all of its subunits, has

- 0–1,000 employees, one applicant per parent per category may submit an Award Application Package;
- 1,001–20,000 employees, two applicants per parent per category may submit an Award Application Package; or
- more than 20,000 employees, two applicants per parent per category for the first 20,000, plus one per 20,000 or fraction thereof above 20,000 per parent per category, may submit an Award Application Package.

No more than five applicants (all Award categories combined) per parent will be accepted.

3. In the event of multiple submissions for the Award from subunits of the same parent beyond the limits noted in VI.C.2 above, the parent organization will be given the option of deciding which subunit(s) will represent it in the Award process. Alternatively, if the parent organization does not choose representative subunits, the applications with the earliest mailing date (as indicated by the proof of the mailing date) will be designated the applicants for the Award.

D. Restrictions on Award Recipients

If an organization or a subunit that has more than 50 percent of the total employees of the parent receives an Award, the organization and all its subunits are ineligible to apply for another Award for a period of five years. If a subunit receives an Award, that subunit and all its subunits are ineligible to apply for another Award for a period of five years. For example, an applicant that received the Award in 2006 may not reapply until 2012.

After five years, Award recipients are eligible to reapply for the Award or to apply for feedback only. If a former Award recipient selects the option to apply for feedback only (see items 5b and 5c on the 2008 Eligibility Certification Form, page 16), the organization will not be eligible to receive the Award for that year. Its application will proceed through the Award process, but the applicant will receive only a feedback report outlining its strengths and opportunities for improvement based on the Criteria for Performance Excellence.

VII. Other Requirements

A. Site Visit Requirements

If some activities are performed outside the applicant's organization (e.g., by an overseas component of the applicant, the parent organization, or its other subunits), the applicant, if selected for a site visit, must make available in the United States sufficient personnel, documentation, and facilities to allow a full examination of its operational practices for all major functions of its worldwide operations.

B. Requirement for Award Recipients to Share Information

In the event that the applicant receives the Award, the applicant must be able to share nonproprietary information on the seven Criteria Categories at The Quest for Excellence Conference and at its U.S. facilities. Sharing beyond The Quest for Excellence Conference is voluntary.

2008 Eligibility Certification Form—Instructions

1. Applicant

Provide the applicant's Official name, which will be used to make the role-model determination. (See pages 3–4.) Also, provide any other names by which the applicant may be known publicly and its prior name if there has been a name change within the last five years. Provide the address of the applicant's headquarters. Indicate if your organization has submitted an Eligibility Certification Package in prior years, and if so, when it was submitted and the name of the organization at that time, if it was different.

2. Highest-Ranking Official

Provide the necessary contact information requested for the applicant's highest-ranking official.

3. Eligibility Contact Point

After the receipt of the 2008 Eligibility Certification Form and associated materials, it may be necessary to contact the applicant for additional information. Please designate a person who is knowledgeable about the organization and its structure and who will be available to answer inquiries during the month following submission of the Eligibility Certification Form.

4. Alternate Eligibility Contact Point

In the event that the Eligibility Contact Point is not available, an Alternate Eligibility Contact Point will be needed to answer questions or convey a message to the Eligibility Contact Point. Designate a person who will be available during the month following submission of the Eligibility Certification Form.

5. Applicant Status

- Indicate whether or not the applicant has existed for at least one year, or prior to April 8, 2007.
- Indicate whether or not the applicant has ever been a Malcolm Baldrige National Quality Award recipient. If you check "No," proceed to item 6.
- Indicate whether your organization was an Award recipient in 2002 or earlier. If you check "No," your organization is not eligible to reapply this year for the Award or for feedback. If you check "Yes," indicate whether you are applying for feedback only or for the Award by checking the appropriate response.

6. Award Category and For-Profit/Nonprofit Designation

Based on the information given on pages 6–8 of this document, indicate which of the six Award categories is appropriate and which of the three Criteria booklets (*Criteria for Performance Excellence* [for use by businesses and nonprofit organizations], *Education Criteria for Performance Excellence*, or *Health Care Criteria for Performance Excellence*) will be used to prepare the application. Also indicate whether the applicant is a for-profit or nonprofit organization.

7. Industrial Classification

Using the three- or four-digit NAICS codes listed on page 27, provide up to three codes that best describe the applicant's products and/or services.

8. Size and Location of Applicant

- Provide the current total number of workforce members.
- Check the appropriate financial descriptor (sales, revenues, or budgets) and the appropriate range for the preceding fiscal year.
- Indicate the number of the applicant organization's sites. Offices or other work areas located near each other need not be counted as separate sites if they are considered to be one location for business and personnel purposes. (This information should align with your response to item 16.)
- State the approximate percentage (to the nearest whole number) of the applicant's employees who are located in and outside the United States or its territories.
- State the approximate percentage (to the nearest whole number) of the applicant's physical assets located in and outside the United States or its territories.
- Check the appropriate response.
- Check the appropriate response.
- Attach a line-and-box organization chart for the applicant that includes the division or unit level. In each box, include the name of the unit or division and the name of its leader.

9. Subunits

All applicants that are subunits of a larger organization are required to respond to 9a through 9h. If the applicant is a manufacturing or service subunit of a larger organization, responses

9. Subunits—continued

to 9i and 9j may be required as well. All other applicants should proceed to item 10.

- a. Check all that apply.
- b. Provide the name and address of the parent (the highest level of an organization eligible to apply for the Award) and the name and title of the highest-ranking official of the parent. Provide the number of worldwide employees of the parent, including all subunits. Do not include joint ventures of the parent.
- c. Check the appropriate response. If two or more subunits from the parent are planning to apply for the Award, provide a brief explanation.
- d. Briefly describe the major functions provided to the applicant by the parent or by other subunits of the parent.
- e. Check the appropriate response to indicate the applicant's ability to respond to all seven Baldrige Criteria Categories.
- f. Provide the name and date of the official document (and provide a copy of relevant portions) showing a clear definition of the applicant as a discrete entity.

Note: Applicants supplying a Web site as documentation supporting their status as a subunit must print out the relevant Web pages and submit these in their Eligibility Certification Package.

- g. Briefly describe the applying unit's organizational structure and management links (relationship) to the parent.
Attach a line-and-box organization chart(s) showing the relationship of the applicant to the highest management level of the parent, including all intervening levels. In each box, include the name of the leader of the unit or division.
- h. Check the appropriate responses. If all of the boxes are checked "No," (1) provide a brief description of how the market and product(s) or service(s) are similar; (2) indicate the organizational relationships of all units that provide similar or identical products or services, including the approximate sales, revenues, or budgets for each; and (3) describe how the applicant is different from its parent and the other subunits of the organization (e.g., differences in market, location, or name).
- i. **Manufacturing and service subunits of parents with >500 employees only:** Check the appropriate box for each question.
- j. **Manufacturing and service subunits, regardless of parent size, that have fewer than 500 employees and less than**

25 percent of all employees in the worldwide operations of the parent only: Check the appropriate box for each question.

If the answer to either question in "9j" is "Yes," the applicant is eligible in the small business category.

Note: If self-certification is based on the subunit being independent prior to being acquired and continuing to operate independently under its own identity, provide a copy of an official document to support this response.

Note: If self-certification is based on the subunit being separately incorporated and distinct from other subunits of the parent, provide a copy of an official document (e.g., articles of incorporation) to support this response.

Note: If all answers to "9i" and "9j" are "No," contact the Baldrige Office at (800) 898-4506.

10. Supplemental Sections

Check the appropriate response. If the second option is selected, the Eligibility Contact Point will be contacted. Applicants may have two or more diverse product and/or service lines (i.e., in different NAICS codes) with customers, workforce or employee types, technology, planning, and quality systems that are so different that the application report alone does not allow sufficient detail for a fair examination. Such applicants may submit one or more supplemental sections (see page 28 of this document) in addition to the application report. The use of supplemental sections must be approved during the eligibility certification process and is mandatory once approved.

11. Application Format

Indicate if your organization intends to submit your application on (1) 25 paper copies (due date May 22, 2008) or (2) a CD (due date May 8, 2008).

12. Confidentiality Considerations

Check "Yes" if you authorize Examiners to use cell phones, cordless phones, and Voice over Internet Protocol (VoIP) to discuss your application. Check "No" if you do not wish Examiners to use these technologies during the evaluation process.

13. Self-Certification Statement, Signature of the Highest-Ranking Official

Provide the signature of the applicant's highest-ranking official. This signature acknowledges that the answers provided are accurate and also certifies that the applicant is eligible based on the requirements for the 2008 Malcolm Baldrige National Quality Award. If the applicant's

organization is selected for a site visit and it is discovered that one or more of the responses in the Eligibility Certification Form are inaccurate, the applicant will no longer be eligible for the Award. However, the applicant will be eligible for feedback on its organization.

14. Eligibility Certification Filing Fee

Provide payment for the \$150 nonrefundable fee to cover the cost of the eligibility filing process. Check the appropriate box to indicate which method of payment will be provided (check, money order, American Clearing House [ACH] payment, wire transfer, Visa, MasterCard, or American Express).

Check or money order

Please make your check or money order payable to the **Malcolm Baldrige National Quality Award**.

Send the check or money order with the completed Eligibility Certification Package to

Malcolm Baldrige National Quality Award
c/o ASQ
600 North Plankinton Avenue
Milwaukee, WI 53203

ACH payment or wire transfer

Checking American Bankers Association (ABA) routing number: 075-000-022
Checking account number: 182342002330

Please reference the Malcolm Baldrige National Quality Award with your payment. ASQ must be contacted either by phone at (414) 298-8789, ext. 7205 or e-mail at mbnqa@asq.org before an ACH payment or wire transfer is sent.

Visa, MasterCard, or American Express

Fill in the information requested (credit card number, expiration date, printed name and signature of the card holder, billing address, and date signed).

W-9 Request

If you require an Internal Revenue Service (IRS) W-9 Form (Request for Taxpayer Identification Number and Certification), please contact ASQ at (414) 298-8789, ext. 7205.

15. Nomination to the Board of Examiners

If your organization would like the opportunity to gain a deeper insight into the Baldrige Criteria for Performance Excellence and the Baldrige Award process, you may nominate a senior member of your organization to be noncompetitively appointed to the Board of Examiners. The nominee will be expected to fully participate as a member of the board; this includes attending the Examiner Preparation Course in Gaithersburg, Maryland, and participating in the evaluation of an organization that has applied

for the Award. Please note that all board appointments are for one year only and that travel and housing expenses incurred for the Examiner Preparation Course must be covered by your organization. In addition, if your organization already has representatives on the Board of Examiners, nominating an additional person may impact the competitive selection of your other employees for another term. If you wish to nominate a senior member of your organization to the Board of Examiners, provide the requested information with your Eligibility Certification Package (with a proof of the mailing date) on or before March 7, 2008.

16. Site Listing and Descriptors

Provide the complete address of each site. In cases where many sites perform the same function, aggregate the sites under one listing and make a summary statement about the locations instead of listing an address for each one. If a site visit is conducted, a more detailed listing will be requested when the visit is planned. If the applicant has foreign sites, these sites must be included on the form. Duplicate the Site Listing and Descriptors page if all sites cannot be listed on a single page. The application report must address activities in foreign sites in the appropriate Items. Although no site visits will be conducted at facilities outside the United States or its territories, these facilities may be contacted by teleconference or video conference.

Check the appropriate type(s) of workforce members (employees, faculty, and/or staff). Some organizations may have both faculty and staff. Provide the **number and type** of workforce members at each site. See the example on page 9 of the Eligibility Certification Form.

Check the appropriate financial descriptor (sales, revenues, or budgets). Provide the approximate percentage of sales, revenues, or budgets accounted for by the output of each site (if a percentage of sales or revenues is not appropriate for a particular site(s), use "N/A" [not applicable]).

17. Key Business/Organization Factors

Provide the following information, limiting your answers to the space provided on the form.

For the purposes of the 2008 Award Application, "key" means those organizations that constitute 5 percent or more of the applicant's competitors, customers/users, or suppliers/partners.

A. Description of the applicant's main products and/or services and of the major markets served (local, regional, national, and international)

- B. List of key competitors
 - C. List of key customers/users
 - D. List of key suppliers/partners
 - E. The name of the organization's financial auditor
 - F. The applicant's fiscal year
(e.g., October 1–September 30)
-

Remember to indicate the method of payment for the eligibility certification filing fee on the Eligibility Certification Form. If paying by check or money order, include it with the completed Eligibility Certification Form in your Eligibility Certification Package.

Malcolm Baldrige National Quality Award

OMB Clearance #0693-0006
Expiration Date: April 30, 2010

1. Applicant

Official Name _____ Headquarters Address _____

Other Name _____

Prior Name _____

Has the applicant self-certified for eligibility in a prior year(s)?

Yes No Do Not Know

If "Yes," indicate the year(s) in which the applicant submitted the Eligibility Certification Package and the name(s) of the applicant at that time, if different.

Year(s) _____

Name(s) of Applicant _____

2. Highest-Ranking Official

Mr. Mrs. Ms. Dr.

Name _____ Address _____

Title _____

Telephone No. _____

E-Mail _____ Fax No. _____

3. Eligibility Contact Point

Mr. Mrs. Ms. Dr.

Name _____ Address _____

Title _____

Telephone No. _____ Overnight Mailing Address (Do not use a P.O. Box number.) _____

Fax No. _____

E-Mail _____

4. Alternate Eligibility Contact Point

Mr. Mrs. Ms. Dr.

Name _____

Telephone No. _____

Fax No. _____

5. Applicant Status

a. Has the applicant officially or legally existed for at least one year, or prior to April 8, 2007? (Check one.)

Yes No

If you are unable to respond to any item,
please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.

Malcolm Baldrige National Quality Award**5. Applicant Status—continued**

b. Has your organization ever been a Malcolm Baldrige National Quality Award recipient? *(Check one.)*

Yes No

If you checked “No,” proceed to item 6.

c. If “Yes,” was your organization an Award recipient in 2002 or earlier? *(Check one.)*

Yes No

If you checked “No,” your organization is not eligible to reapply this year for the Award or for feedback (please contact the Baldrige National Quality Program Office at [800] 898-4506 if you have any questions). If you checked “Yes,” please choose one of the following options:

Applying for feedback only Applying for the Malcolm Baldrige National Quality Award

6. Award Category and For-Profit/Nonprofit Designation *(Check as appropriate.)*

- Manufacturing (For-Profit Only) Nonprofit Health Care (For-Profit)
 Service (For-Profit Only) Education (For-Profit) Health Care (Nonprofit)
 Small Business (For-Profit Only) Education (Nonprofit)

Criteria booklet being used: *(Check one.)*

- Criteria for Performance Excellence* (for use by businesses and nonprofit organizations)
 Education Criteria for Performance Excellence
 Health Care Criteria for Performance Excellence

Note: Education and health care organizations may choose to use the Criteria for Performance Excellence and apply in the service, small business, or nonprofit categories. However, they probably will find their sector-specific Criteria (Education Criteria for Performance Excellence or Health Care Criteria for Performance Excellence) more appropriate.

7. Industrial Classification

List up to three of the most descriptive three- or four-digit NAICS codes. *(See page 27.)*

8. Size and Location of Applicant

a. Total size of the workforce: _____ people

b. For the preceding fiscal year,

- check one financial descriptor: Sales Revenues Budgets
- check the range: 0–\$1M \$1M–\$10M \$10M–\$100M \$100M–\$500M
 \$500M–\$1B More than \$1B

c. Number of sites: U.S./Territories _____ Outside U.S./Territories _____

**If you are unable to respond to any item,
 please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.**

Malcolm Baldrige National Quality Award**8. Size and Location of Applicant—continued**

- d. Percentage of employees: U.S./Territories _____ Outside U.S./Territories _____
- e. Percentage of physical assets: U.S./Territories _____ Outside U.S./Territories _____
- f. Operational practices associated with all major organizational functions must be accessible for examination in the United States. If some activities are performed outside the applicant's organization (e.g., by a component of the applicant that is outside the United States or its territories, the parent organization, or its other subunits), will the applicant, if selected for a site visit, make available in the United States sufficient personnel, documentation, and facilities to allow full examination of its operational practices for all major functions of its worldwide operations?
- Yes No Not Applicable
- g. In the event the applicant receives an Award, can the applicant make available sufficient personnel and documentation to share its practices at The Quest for Excellence Conference and at its U.S. facilities?
- Yes No
- h. Attach a line-and-box organization chart for the applicant that includes the division or unit level. In each box, include the name of the unit or division and the name of its leader.

9. Subunits *(If the applicant is not a subunit as defined in the Eligibility Certification Overview on pages 8–9 of the Baldrige Award Application Forms, please proceed to item 10.)*

- a. Is the applicant _____ a larger parent or system? *(Check all that apply.)*
- a subsidiary of controlled by administered by owned by
 a division of a unit of a school of
- b. Parent organization ("Parent" means the highest organizational level eligible to apply for the Award.)
- | | |
|---------------|--------------------------------|
| Name _____ | Highest-Ranking Official _____ |
| Address _____ | Name _____ |
| _____ | Title _____ |
- Number of worldwide employees of the parent: _____ people
- c. Is the applicant the only subunit of the parent organization intending to apply? *(Check one.)*
- Yes No *(Briefly explain.)* Do Not Know
- d. Briefly describe the major functions provided to the applicant by the parent or by other subunits of the parent. Examples of such functions include, but are not limited to, strategic planning, business acquisition, research and development, data gathering and analysis, human resource services, legal services, finance or accounting, sales/marketing, supply chain management, global expansion, information and knowledge management, education/training programs, information systems and technology services, curriculum and instruction, and academic program coordination/development.

**If you are unable to respond to any item,
please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.**

Malcolm Baldrige National Quality Award**9. Subunits—continued**

e. Is the applicant self-sufficient enough to respond to all seven Baldrige Criteria Categories?

- Yes No *(Briefly explain.)*

f. Provide the name and date of the official document (e.g., an annual report, organization literature, a press release) supporting the subunit designation. **Attach a copy of relevant portions** of the document showing a clear definition of the applicant as a discrete entity.

Note: Applicants supplying a Web site as documentation must print the relevant pages and include these in their Eligibility Certification Package.

Name of the Document _____

Date _____

g. Briefly describe the organizational structure and management links (relationship) to the parent.

Attach a line-and-box organization chart(s) showing the relationship of the applicant to the highest management level of the parent, including all intervening levels. Each box within the chart should include the name of the leader of the unit or division.

h. • Are 50 percent or more of the applicant's products or services sold or provided directly to customers/users outside the applicant's organization, its parent organization, and other organizations that own or have financial or organizational control of the applicant or parent? *(Check one.)*

- Yes No

• Is the applicant's product or service unique within the parent organization? *(Check one.)*

- Yes No

If "No," do other units within the parent provide the same products or services to a different customer base? *(Check one.)*

- Yes No

If all of the boxes in "9h" are checked "No," complete 1, 2, and 3 below.

(1) Provide a brief description of how the market and product(s) or service(s) are similar.

(2) Indicate the organizational relationships of all units that provide similar or identical products or services, including the approximate sales, revenues, or budgets for each.

If you are unable to respond to any item, please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.

Malcolm Baldrige National Quality Award**9. Subunits—continued**

- (3) Describe how the applicant is different from its parent and the other subunits of the organization (e.g., differences in market, location, or name).

i. Manufacturing and service subunits of parents with >500 employees only

- Does the applicant have more than 500 employees? *(Check one.)*
 Yes No
- Do the applicant's employees make up more than 25 percent of the worldwide employees of the parent? *(Check one.)*
 Yes No

j. Manufacturing and service subunits, regardless of parent size, that have fewer than 500 employees and less than 25 percent of all employees in the worldwide operations of the parent only (organizations other than manufacturing and service subunits should not complete this item)

Note: If the answer to either of the following questions is "Yes," the applicant is eligible in the small business category.

- Was the applicant independent prior to being acquired, and does it continue to operate independently under its own identity? *(Check one.)*
 Yes No

Note: If self-certification is based on the subunit being independent prior to being acquired and continuing to operate independently under its own identity, attach relevant portions of an official document to support this response.

- Is the applicant separately incorporated and distinct from other subunits of the parent? *(Check one.)*
 Yes No

Note: If self-certification is based on the subunit being separately incorporated and distinct from other subunits of the parent, attach relevant portions of an official document (e.g., articles of incorporation) to support this response.

If all answers to "9i" and "9j" are "No," contact the Baldrige Office at (800) 898-4506 before submitting your form.

**If you are unable to respond to any item,
please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.**

Malcolm Baldrige National Quality Award**10. Supplemental Sections** *(Check one.)*

- The applicant has (a) a single performance system that supports all of its product and/or service lines and (b) products or services that are essentially similar in terms of customers/users, technology, workforce or employee types, and planning.
- The applicant has (a) multiple performance systems that support all of its product and/or service lines and/or (b) products or services that are not essentially similar in terms of customers/users, technology, workforce or employee types, and planning.

If you checked the second option, please describe briefly the differences among the multiple performance systems of your organization in terms of customers, workforce or employee types, technology, planning, and quality systems.

Note: The applicant's Eligibility Contact Point will be contacted if the second option is checked. Applicants may have two or more diverse product and/or service lines (i.e., in different NAICS codes) with customers, types of employees, technology, planning, and quality systems that are so different that the application report alone does not allow sufficient detail for a fair examination. Such applicants may submit one or more supplemental sections in addition to the application report. The use of supplemental sections must be approved during the eligibility certification process and is mandatory once approved.

11. Application Format

If your organization applies for the 2008 Award, in which format would you submit the Application Package?
(Check one.)

- 25 paper copies (due date May 22, 2008) CD (due date May 8, 2008)

12. Confidentiality Considerations

Baldrige Examiners are authorized to use cell phones, cordless phones, and VoIP to discuss your application.

- Yes No

13. Self-Certification Statement, Signature of the Highest-Ranking Official

I state and attest that

- (1) I have reviewed the information provided by my organization in this Eligibility Certification Package.
- (2) to the best of my knowledge,
 - no untrue statement of a material fact is contained in this Eligibility Certification Package, and
 - no omission of a material fact has been made in this package.
- (3) based on the information herein and the current eligibility requirements for the Malcolm Baldrige National Quality Award, my organization is eligible to apply.
- (4) I understand that at any time during the 2008 Award Process cycle, if the information is found not to support eligibility, my organization will no longer receive consideration for the Award and will receive only a feedback report.

Signature of Highest-Ranking Official

Date

Printed Name

**If you are unable to respond to any item,
please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.**

Malcolm Baldrige National Quality Award

14. Eligibility Certification Filing Fee

Provide payment for the \$150 nonrefundable fee to cover the cost of the eligibility filing process. Please indicate which method of payment will be provided:

- Check (enclosed) Money order (enclosed) ACH payment Wire transfer
- Visa MasterCard American Express

Check or money order

Please make your check or money order payable to the **Malcolm Baldrige National Quality Award**. Send the check or money order as part of the Eligibility Certification Package to

Malcolm Baldrige National Quality Award
c/o ASQ
600 North Plankinton Avenue
Milwaukee, WI 53203

ACH payment or wire transfer

Checking ABA routing number: 075-000-022
Checking account number: 182342002330

Please reference the Malcolm Baldrige National Quality Award with your payment. ASQ must be contacted either by phone at (414) 298-8789, ext. 7205, or e-mail at mbnqa@asq.org before an ACH payment or wire transfer is sent.

Visa, MasterCard, or American Express

Credit Card Number _____

Authorized Signature _____

Expiration Date _____

Printed Name _____

Billing Address for Credit Card _____

Today's Date _____

W-9 Request

If you require an IRS W-9 Form (Request for Taxpayer Identification Number and Certification), please contact ASQ at (414) 298-8789, ext. 7205.

The 2008 Eligibility Certification Package must be sent on or before April 8, 2008, to be considered for the 2008 Award. The Eligibility Certification Package must include a proof of the mailing date. One option to fulfill this requirement is to send the package via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date. If the package is mailed through the USPS (via a service other than Express Mail), applicants must include a dated receipt from the post office in the package.

If you are unable to respond to any item, please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.

Malcolm Baldrige National Quality Award

15. Nomination to the Board of Examiners

One senior member from each organization whose Eligibility Certification Package is **sent (with a proof of the mailing date) on or before March 7, 2008**, may become a member of the 2008 Board of Examiners. The opportunity to learn and the required commitment of time are substantial. The time commitment is a minimum of 114 hours from April to December (including approximately 40 hours in April/May to complete prework for the Examiner Preparation Course, 3–4 days in May to attend the preparation course, and another 50–70 hours from June through September to complete the Independent and Consensus Review). If requested by the Program, Examiners also are expected to participate in the Site Visit Review (approximately 9 days). Please note that all board appointments are for one year only and that travel and housing expenses incurred for the Examiner Preparation Course must be covered by the applicant. Also, if the applicant already has representatives on the Board of Examiners, nominating an additional person may impact the competitive selection of other applicant employees for another term.

Nominees must be citizens or permanent residents of the United States and be located in the United States or its territories.

_____ from our organization will serve on the 2008 Board of Examiners.
Name of Senior Member Nominee*

*Please, no substitutions after April 8, 2008.

Nominee’s contact information:

Mr. Mrs. Ms. Dr.

Nominee’s Title _____

Name of Nominee’s Organization _____

Nominee’s Work Address _____

Nominee’s Home Address _____

Note: Place an asterisk next to your preferred telephone number, fax number, and e-mail address.

Work Telephone No. _____

Home Telephone No. _____

Work Fax No. _____

Home Fax No. _____

Work E-Mail Address _____

Home E-Mail Address _____

If you are unable to respond to any item, please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.

Malcolm Baldrige National Quality Award

The following information is needed by the Baldrige National Quality Program to avoid conflicts of interest when assigning Examiners to evaluate your application and by Examiners in performing their evaluations.

16. Site Listing and Descriptors

Please refer to the instructions on page 13 of the *Baldrige Award Application Forms* to complete this Site Listing and Descriptors form. It is important that the totals for the number of employees, faculty, and/or staff; percentage of sales, revenues, or budgets; and number of sites on this form match the totals provided in response to 8a, 8b, and 8c on page 2 of the 2008 Eligibility Certification Form. For example, if you report a workforce of 600 people in response to question 8a, the total number of employees/faculty/staff provided in the Site Listing and Descriptors form should be 600 (see example below). For another example, see page ix of the *Share Food Case Study* (www.baldrige.nist.gov/Share_Food.htm). Duplicate the Site Listing and Descriptors page if all sites cannot be listed on a single page.

Provide all the information for each site, except where multiple sites produce similar products or services. In cases where many sites perform the same function, aggregate the sites under one listing and make a summary statement about the locations instead of listing an address for each one.

EXAMPLE			
Address of Site(s)	Number <input type="checkbox"/> Employees <input checked="" type="checkbox"/> Faculty <input checked="" type="checkbox"/> Staff	Percentage <input type="checkbox"/> Sales <input type="checkbox"/> Revenues <input checked="" type="checkbox"/> Budgets	For each site, describe the relevant products, services, and/or technologies.
Coyote Hall 85 Campus Way Albuquerque, NM 77351	381 Faculty 200 Staff	95%	Administrative headquarters, instructional and educational services
Cactus Hall 85 IT Parkway Bernalillo, NM 76052	17 Faculty 2 Staff	5%	Satellite campus for information technology instruction, including a technology lab

Address of Site(s)	Number <input type="checkbox"/> Employees <input type="checkbox"/> Faculty <input type="checkbox"/> Staff <i>(Check one or more above, and list below the number and type of workforce members at each site.)</i>	Percentage <input type="checkbox"/> Sales <input type="checkbox"/> Revenues <input type="checkbox"/> Budgets <i>(Check one above, and list below the % at each site.)</i>	For each site, describe the relevant products, services, and/or technologies.

Use as many additional copies of this form as needed to include all sites.

If you are unable to respond to any item, please contact the Baldrige National Quality Program Office at (800) 898-4506 before submitting your form.

2008 Eligibility Certification Package Checklist

Malcolm Baldrige National Quality Award

1. Eligibility Certification Form

- a. Have all questions been answered completely?
 Yes No
- b. Is a line-and-box organization chart(s) included that shows all components of the applicant organization and the name of the leader of each unit or division?
 Yes No
- c. If the applicant is a subunit of a larger organization, is a line-and-box organization chart(s) included that shows the relationship of the applicant to the highest management level of the parent, including all intervening levels?
 Yes No N/A
- d. If the applicant is a subunit of a larger organization, is a copy of the appropriate pages from organization literature enclosed showing clear definition of the applicant as a discrete entity?
 Yes No N/A
- e. Is the Eligibility Certification Form signed by the highest-ranking official?
 Yes No

2. Eligibility Certification Filing Fee

- a. Have you indicated on the Eligibility Certification Form your method of payment for the \$150 nonrefundable eligibility certification filing fee (check, money order, ACH payment, wire transfer, Visa, MasterCard, or American Express)?
 Yes No
- b. If paying by check or money order, is it made payable to the **Malcolm Baldrige National Quality Award**, and is it included in the Eligibility Certification Package?
 Yes No

3. Date of Submission and Examiner Nomination

Is the Eligibility Certification Package being submitted on or before March 7, 2008?

- Yes No

If "Yes" has been checked, is your organization nominating a senior representative to serve on the 2008 Board of Examiners? The opportunity to learn and the required commitment of time are substantial (see page 8 of the Eligibility Certification Form).

- Yes No

2008 Eligibility Certification Package Checklist

4. Send the completed Eligibility Certification Package to

Malcolm Baldrige National Quality Award
c/o ASQ
600 North Plankinton Avenue
Milwaukee, WI 53203
(414) 298-8789, ext. 7205

The 2008 Eligibility Certification Package must be sent on or before April 8, 2008, to be considered for the 2008 Award. The Eligibility Certification Package must include a proof of the mailing date. One option to fulfill this requirement is to send the package via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date. If the package is mailed through the USPS (via a service other than Express Mail), applicants must include a dated receipt from the post office in the package. Applicants are encouraged to submit the form well ahead of the deadline to avoid delays.

North American Industry Classification System (NAICS) Codes

Please insert NAICS codes most relevant to your organization's products and/or services on page 2, item 7, of the Eligibility Certification Form. If you wish to access the NAICS codes online, go to www.census.gov/epcd/www/naics.html.

Code	Sector	Code	Sector	Code	Sector
111	Crop Production	444	Building Material and Garden Equipment and Supplies Dealers	6111	Elementary and Secondary Schools
112	Animal Production	445	Food and Beverage Stores	6112	Junior Colleges
113	Forestry and Logging	446	Health and Personal Care Stores	6113	Colleges, Universities, and Professional Schools
115	Support Activities for Agriculture and Forestry	447	Gasoline Stations	6114	Business Schools and Computer and Management Training
211	Oil and Gas Extraction	448	Clothing and Clothing Accessories Stores	6115	Technical and Trade Schools
212	Mining (except Oil and Gas)	451	Sporting Goods, Hobby, Book, and Music Stores	6116	Other Schools and Instruction
213	Support Activities for Mining	452	General Merchandise Stores	6117	Educational Support Services
221	Utilities	453	Miscellaneous Store Retailers	621	Ambulatory Health Care Services
236	Construction of Buildings	454	Nonstore Retailers	6211	Offices of Physicians
237	Heavy and Civil Engineering Construction	481	Air Transportation	6212	Offices of Dentists
238	Specialty Trade Contractors	482	Rail Transportation	6213	Offices of Other Health Practitioners
311	Food Manufacturing	483	Water Transportation	6214	Outpatient Care Centers
312	Beverage and Tobacco Product Manufacturing	484	Truck Transportation	6215	Medical and Diagnostic Laboratories
313	Textile Mills	485	Transit and Ground Passenger Transportation	6216	Home Health Care Services
315	Apparel Manufacturing	486	Pipeline Transportation	6219	Other Ambulatory Health Care Services
316	Leather and Allied Product Manufacturing	487	Scenic and Sightseeing Transportation	622	Hospitals
321	Wood Product Manufacturing	488	Support Activities for Transportation	623	Nursing and Residential Care Facilities
322	Paper Manufacturing	491	Postal Service	624	Social Assistance
323	Printing and Related Support Activities	492	Couriers and Messengers	711	Performing Arts, Spectator Sports, and Related Industries
324	Petroleum and Coal Products Manufacturing	493	Warehousing and Storage	712	Museums, Historical Sites, and Similar Institutions
325	Chemical Manufacturing	511	Publishing Industries (except Internet)	713	Amusement, Gambling, and Recreation Industries
326	Plastics and Rubber Products Manufacturing	512	Motion Picture and Sound Recording Industries	721	Accommodation
327	Nonmetallic Mineral Product Manufacturing	515	Broadcasting (except Internet)	722	Food Services and Drinking Places
331	Primary Metal Manufacturing	516	Internet Publishing and Broadcasting	811	Repair and Maintenance
332	Fabricated Metal Product Manufacturing	517	Telecommunications	812	Personal and Laundry Services
333	Machinery Manufacturing	521	Monetary Authorities—Central Bank	813	Religious, Grantmaking, Civic, Professional, and Similar Organizations
334	Computer and Electronic Product Manufacturing	522	Credit Intermediation and Related Activities	814	Private Households
335	Electrical Equipment, Appliance, and Component Manufacturing	523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	921	Executive, Legislative, and Other General Government Support
336	Transportation Equipment Manufacturing	524	Insurance Carriers and Related Activities	922	Justice, Public Order, and Safety Activities
337	Furniture and Related Product Manufacturing	525	Funds, Trusts, and Other Financial Vehicles	923	Administration of Human Resource Programs
339	Miscellaneous Manufacturing	531	Real Estate	924	Administration of Environmental Quality Programs
423	Merchant Wholesalers, Durable Goods	532	Rental and Leasing Services	925	Administration of Housing Programs, Urban Planning, and Community Development
424	Merchant Wholesalers, Nondurable Goods	533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	926	Administration of Economic Programs
425	Wholesale Electronic Markets and Agents and Brokers	541	Professional, Scientific, and Technical Services	927	Space Research and Technology
441	Motor Vehicle and Parts Dealers	551	Management of Companies and Enterprises	928	National Security and International Affairs
442	Furniture and Home Furnishings Stores	561	Administrative and Support Services	999	Unclassified Establishments
443	Electronics and Appliance Stores	562	Waste Management and Remediation Services		
		611	Educational Services		

Instructions for responding to the Criteria and writing the Organizational Profile are included in each of the three Criteria booklets. Use the Criteria appropriate for your eligibility category: the *Criteria for Performance Excellence* (used by businesses and nonprofit organizations), *Education Criteria for Performance Excellence*, or *Health Care Criteria for Performance Excellence*.

I. Purpose

The purpose of this section is to provide eligible applicants with instructions for preparing the Award Application Package. These instructions describe content, format, assembly, and submission requirements.

II. Objective

The objective of the Award Application Package is for the applicant to provide sufficient information to enable the Board of Examiners to conduct a rigorous evaluation. Information is required on the applicant's performance management system and on the results of its processes. All information provided is considered confidential.

III. Content Requirements

A. Application Report—All Applicants

Only an application report (without supplemental sections) is required if an applicant has a single performance system that supports all of its product and/or service lines and if the products or services are essentially similar in terms of customers, technology, types of employees, planning, and quality systems. **(This is the case with most applicants.)** All units/subunits of the applicant must be included in the application report.

An application report must contain the following in the order listed:

- front cover—blank (no text, pictures, or figures) to help ensure confidentiality
- title page
- each of the following sections separated by a labeled tab or a divider page. Please divide and label the sections accordingly.
 - Table of Contents
 - 2008 Eligibility Certification Form
 - organization chart(s)
 - 2008 Application Form (page 1 only)
 - Glossary of Terms and Abbreviations
 - Organizational Profile (five pages or fewer)

- Responses Addressing All Criteria Items (50 pages or fewer)
- Summary of Supplemental Sections, if applicable (two pages or fewer—see information below)
 - back cover—blank

B. Supplemental Sections

In order to maintain an equivalent level of detail for all sizes and types of applicants, certain applicants may need to provide supplemental sections. Supplemental sections are intended to permit applicants with highly complex organizations and performance systems to describe them in sufficient detail to permit a rigorous examination. Supplemental sections may be required if the applicant has two or more diverse product and/or service lines (i.e., in different NAICS codes) with customers, technology, types of employees, planning, and quality systems that are so different that the application report alone will not allow sufficient detail for a fair examination.

The use of supplemental sections must be approved during the eligibility certification process. Once supplemental sections are approved, they **must** be submitted by the applicant. If both an application report and supplemental section(s) are submitted, the application report should cover the largest aggregation of similar product and/or service lines that are supported by a single performance system. Together, the application report and the supplemental section(s) must cover all products and/or services and all performance systems of the applicant. Each supplemental section must contain the following in the order listed:

- front cover—blank (no text, pictures, or figures)
- title page
- labeled tabs or divider pages (see III.A)
- Table of Contents
- organization chart(s)
- Summary of Supplemental Sections (two pages or fewer)
- Glossary of Terms and Abbreviations
- Organizational Profile (five pages or fewer)
- Responses Addressing All Criteria Items (35 pages or fewer)
- back cover—blank

IV. Application Report Components

Organizations may submit either 25 paper copies of the application report or a CD with the application report in PDF printable format. The content and format requirements of the application report, whether submitted on 25 paper copies or in CD/PDF format, are identical.

Note: If 25 paper copies are submitted, the package must be sent (with a proof of the mailing date) no later than May 22, 2008. If a CD is submitted, the package must be sent (with a proof of the mailing date) on or before May 8, 2008. See page 32 for requirements for CD submission.

The application report must contain the following in the order listed.

- A. **Front Cover**—blank (no text, pictures, or figures).
- B. **Title Page** with the name of the applicant. Applicants also have the option to include their address, pictures, and logo; the date; a statement indicating that this is an application for the 2008 Malcolm Baldrige National Quality Award; and/or a statement regarding confidentiality of content. No further information or text about the applicant may be included on this page.
- C. **Labeled Tabs or Divider Pages** separating the sections of the report and containing only the title of the section. No further information, pictures, or text about the applicant may be included on the tabs or divider pages, or they will count toward the 50-page limit. The following tabs/divider pages must be included: Table of Contents, 2008 Eligibility Certification Form, organization chart(s), 2008 Application Form, Glossary of Terms and Abbreviations, Organizational Profile, and Responses Addressing All Criteria Items.
- D. **Table of Contents** indicating the page numbers of the following: the 2008 Eligibility Certification Form, the organization chart(s), the 2008 Application Form, the Glossary of Terms and Abbreviations, the Organizational Profile, and each Category and Item. Pagination for Areas to Address, tables, and figures does not need to be included in the Table of Contents.
- E. **2008 Eligibility Certification Form:** This must be the signed/stamped form returned to the applicant by ASQ at the conclusion of the eligibility certification process.
Note: If submitting your application on a CD, see the instructions under 3. Application Report on page 37 of this document.

F. Line-and-Box Organization Chart(s):

- **Applicant organization chart(s)** with sufficient detail for Examiners to understand the relationships among the applicant's subunits. This must be the signed/stamped document returned to the applicant by ASQ at the conclusion of the eligibility certification process.
 - **(For subunit applicants only) subunit organization chart(s):** a line-and-box organization chart(s) of the parent/holding company showing where the applicant fits into the overall organization. This must be the signed/stamped document returned to the applicant by ASQ at the conclusion of the eligibility certification process.
- G. **2008 Application Form** (page 1) signed by the highest-ranking official, indicating that the applicant agrees to the terms and conditions of the Award process and, if chosen, agrees to host a site visit; facilitate an open and unbiased examination; pay reasonable costs associated with the site visit; and, if selected as an Award recipient, share information on successful performance excellence strategies with other U.S. organizations.
 - H. **Glossary of Terms and Abbreviations** used in the application report and each supplemental section.
 - I. **Organizational Profile** outlining the applicant's organization and addressing what is most important to the organization, as well as the key factors that influence how the organization operates and its future directions. A vital part of the overall application, the Organizational Profile is used by the Examiners throughout the application review process.
 - J. **Responses Addressing All Criteria Items**
 - Respond to each Item as a whole. The responses must contain the same Category and Item numerical designations as the 2008 Criteria. Responses to the Areas to Address should emphasize the applicant's organization and performance system. To facilitate review by the Board of Examiners, respond to the Areas in the order given in the Items. Applicants should denote the Areas to Address with letters a, b, c, and so forth, corresponding to each Area, such as 4.2a. Responses for multiple Areas may be grouped (e.g., 4.2a,b).
 - If an Area to Address does not pertain to the applicant's organization or performance system, provide a statement of one or two sentences explaining why the Area is not applicable.

- K. If applicable, provide a **Summary of Supplemental Section(s)**—a brief description of each supplemental section, including the products, services, and NAICS codes. (See page 28, III.B.)
- L. **Back Cover**—blank.

V. Format Requirements

To help ensure the equal treatment of all applicants, application reports and any supplemental sections **must** meet the page limit, type size, and format requirements indicated below, whether submitted on paper copies or in CD/PDF format. If requirements are not met, your application may be returned or section(s) of your application may be omitted.

A. Page Limits and Exclusions

1. The Organizational Profile for the application report and for each supplemental section is limited to the equivalent of five single-sided pages. If the Organizational Profile exceeds the five-page limit, the excess pages will be counted as part of the page count for the Responses Addressing All Criteria Items. Guidelines for preparing the Organizational Profile can be found in each of the Criteria booklets.
2. In the application report, the Responses Addressing All Criteria Items are limited to the equivalent of 50 single-sided pages, which must include all pictures, graphs, figures, tables, and appendices. The responses must contain the same Category and Item numerical designations as the 2008 Criteria. Applicants should denote the Areas to Address with letters a, b, c, and so forth, corresponding to each Area, such as 4.2a. Responses for multiple Areas may be grouped (e.g., 4.2a,b).
3. Examiners must base their evaluations solely on information contained within the application report. Do not add links to information on intranet or Web sites. Examiners are instructed to rely solely on the content in the application and are not allowed to follow any such links.
4. In supplemental sections, the Responses Addressing All Criteria Items are limited to 35 single-sided pages.
5. The covers and divider pages/tab separators, which should contain only the title of the specified subject (i.e., Table of Contents, 2008 Eligibility Certification Form, organization chart(s), 2008 Application

Form, Glossary of Terms and Abbreviations, Organizational Profile, Responses Addressing All Criteria Items), will not be counted as part of the page limit in either the application report or supplemental section(s). However, if these pages contain any additional material, such as text, quotations, graphs, figures, data tables, or pictures, they will be considered part of the 50 pages of the Responses Addressing All Criteria Items.

6. If the Responses Addressing All Criteria Items exceed the 50-page limit, the applicant's Official Contact Point will be asked to identify which pages will be removed.
7. The Summary of Supplemental Sections, if applicable, is limited to the equivalent of two single-sided pages. If the summary exceeds the two-page limit, the excess will be counted as part of the page count for the Responses Addressing All Criteria Items.

B. Paper size: standard 8½ x 11 inches

C. Text format—for an example, see www.baldrige.nist.gov/Share_Food.htm.

1. Type style (font) and size: Use Times New Roman 10 point font or the equivalent.
2. Line spacing: Use an equivalent of two points of lead between lines. *Note: One point of lead equals 1/72, or 0.0138 inch.*

*Note: Type used in picture captions, graphs, figures, data tables, and appendices also **must meet the requirements for type size and line spacing**. If the table or graph is reduced from its original size for inclusion, applicants must use larger type sizes in preparing the original so that the reduced material in the application report meets the type size requirements.*

Type style and/or size need not be uniform throughout the application report so long as all styles and sizes meet the requirements.

Type size below requirements may make it difficult for Examiners to interpret the data.

D. Page Format—for an example, see www.baldrige.nist.gov/Share_Food.htm.

1. The number of lines per page must not exceed 60, including the page headings. A blank line separating paragraphs is counted as a line.
2. Margins of at least ¾ inch on the side of the page that is bound or fastened and at least

½ inch on the opposite side of the page are preferred.

3. Pages set up in a two-column format are preferred. Pages may be printed on both sides. (The total number of pages is limited to the equivalent of 50 single-sided pages for the Responses Addressing All Criteria Items and five single-sided pages for the Organizational Profile.)
4. Text pages should have portrait orientation. Graphs, figures, and data tables may have either portrait or landscape orientation.

E. Numbering

The pages of the Responses Addressing All Criteria Items must be numbered consecutively from start to finish, e.g., 1, . . . , 50. Blank pages and tabs/divider pages should not be numbered. All figures should be numbered in sequence within each Item and Category, such as Figure P.1-1, Figure 2.1-1, Figure 2.1-2, or Figure 2.1-3.

VI. Assembly Requirements

- A. For paper copies, all components of the application report and supplemental section(s) **must be securely fastened to prevent separation during handling.** The use of clips or binders with easily opened pressure-sensitive clips is discouraged. Supplemental section(s) must be bound separately from the application report. If the application report is submitted in CD/PDF format, it will be printed in color and bound with a comb binding.
- B. The use of bulky binders or similar heavy covers is discouraged.
- C. Video and audio tapes or other information aids are not acceptable and may not be included.

VII. Submission Requirements

- A. Applicants must submit a 2008 Award Application Package containing either 25 individually bound paper copies of the complete application report (and, if appropriate, 25 individually bound copies of every supplemental section) or a CD containing the complete application report (and any supplemental sections) in PDF printable format.

Note: Only one paper copy of page 2 of the Application Form should be submitted with your Application Package, or you may provide the information on page 2 by calling ASQ at (414) 298-8789, ext. 7205.

- B. Payment must be provided for the application fee and, if appropriate, every supplemental section. **An additional processing fee of \$1,250 is required if you are submitting the application report on a CD.** Fees are discussed in the Application Form Instructions on pages 33–34 of this document.

Indicate on the Application Form your method of payment (check, money order, American Clearing House [ACH] payment, wire transfer, Visa, MasterCard, or American Express). If paying by check or money order, make it payable to the **Malcolm Baldrige National Quality Award** and include it in the Award Application Package. See pages 33–34 of this document for further payment instructions.

- C. **The 2008 Award Application Package must be mailed or consigned to a delivery service no later than May 22, 2008 (May 8, 2008, if on a CD) to be eligible for a 2008 Award. The Award Application Package must include a proof of the mailing date.** One option to fulfill this requirement is to send the package via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date. If the package is mailed through the USPS (via a service other than Express Mail), applicants must include a dated receipt from the post office in the package. The Baldrige National Quality Program reserves the right to return incomplete submissions or submissions that do not meet the requirements given in sections III. Content Requirements (page 28 of this document) and V. Format Requirements (page 30 of this document) along with the application fee.

Send the complete 2008 Award Application Package to

Malcolm Baldrige National Quality Award
c/o ASQ—Baldrige Award Administration
600 North Plankinton Avenue
Milwaukee, WI 53203
(414) 298-8789, ext. 7205

Requirements for Submitting an Application Report on a CD

Applications submitted on a CD must be sent (with a proof of the mailing date) on or before May 8, 2008.

1. You must use a CD-R, not a CD-RW.
2. The application report must be a single, complete PDF file, not multiple PDF files on the CD.
3. Scan in the date-stamped eligibility forms and chart(s) received from ASQ, *or* include on the CD an electronic version that is not date-stamped and provide one paper copy of the date-stamped documents.
4. Complete and scan page 1 of the 2008 Application Form into the PDF file. (Do not include page 2 of the 2008 Application Form in your PDF file. Instead, submit one paper copy of page 2 with your Application Package, *or* provide the information requested on page 2 to ASQ by calling [414] 298-8789, ext. 7205).
5. Select the “embed fonts” option when creating the PDF file.
6. Insert page breaks and labeled divider pages between sections in the electronic file, as described on page 29 of this document.
7. Proof your PDF file to ensure that it does not reflow onto extra pages and that all information, charts, graphs, etc., are appropriately retained.
8. When preparing the CD, please organize the disc so that it can be read from a standard CD-ROM drive.
9. Verify the content and number of pages, and verify that it prints properly (as the image on the screen is sometimes not what appears in print).
10. An additional processing fee of \$1,250 is required if you are submitting the application report on a CD.
11. Documents will be printed in color on a laser-type copier/printer at 600 x 600 resolution.

2008 Application Form—Instructions

Instructions

Provide all information requested. A copy of page 1 of the 2008 Application Form must be included in each of the 25 paper copies of the application report (or on a CD). One paper copy of page 2 of the Application Form must be submitted with your Application Package, or you may provide the information on page 2 to ASQ by calling (414) 298-8789, ext. 7205.

1. Applicant

Provide the official name and mailing address of the organization applying for the Award.

2. Award Category

From the 2008 Eligibility Certification Form, indicate the eligibility category under which the applicant was certified and which Criteria booklet is being used.

3. Official Contact Point

As the examination proceeds, the applicant may need to be contacted for additional information or for arrangements for a site visit. Further communications between the applicant and the Baldrige National Quality Program will be limited to this Official Contact Point or the Alternate Official Contact Point (see 4, below). The designated Official Contact Point should have both in-depth knowledge of the organization and a good understanding of the organization's application. Designate a person with authority who will be available to provide additional information, answer inquiries, and arrange a site visit, if necessary.

If the Official Contact Point changes during the course of the application process, please inform the Baldrige National Quality Program.

4. Alternate Official Contact Point

In the event that the Official Contact Point is not available, the Alternate Official Contact Point will be contacted to answer questions or to convey a message to the Official Contact Point. Please designate a person who will be available during regular business hours.

5. Release and Ethics Statements

a. Release Statement. Please read this section carefully.

b. Ethics Statement and Signature of the Highest-Ranking Official. The applicant's highest-ranking official must sign in the space

provided, indicating that the applicant agrees to the terms and conditions stated in the Release Statement. In addition, the highest-ranking official's signature attests that no untrue statement of a material fact is contained in the Application Package and no omission of a material fact that is legally disclosable and affects the organization's ethical and legal practices has been made. Type below the signature the person's name and title, the applicant's name, and the highest-ranking official's address, telephone number, and fax number, as indicated.

6. Confidential Information. In lieu of completing the confidential information on page 2 of the Application Form, you may provide this information by calling ASQ at (414) 298-8789, ext. 7205.

a. Social Security Number and Date of Birth of the Highest-Ranking Official. If your application is selected for Site Visit Review, this information will be used in a background check as part of the process for determining role-model organizations.

b. Application Fees. Fee payment must be submitted with the application. The fees for the application report are

- \$6,000 for manufacturing and service businesses and for nonprofit organizations, for-profit education organizations, and for-profit and nonprofit health care organizations with more than 500 employees;
- \$3,000 for small businesses and nonprofit higher education organizations and for nonprofit organizations, for-profit education organizations, and for-profit and nonprofit health care organizations with 500 or fewer employees; and
- \$1,000 for nonprofit K–12 education organizations.

Note: If submitting the application on a CD, add an additional \$1,250 processing fee.

The fee for each supplemental section is

- \$2,000 for manufacturing and service businesses and for nonprofit organizations, for-profit education organizations, and for-profit and nonprofit health care organizations with more than 500 employees;

- \$1,000 for small businesses and nonprofit higher education organizations and for nonprofit organizations, for-profit education organizations, and for-profit and nonprofit health care organizations with 500 or fewer employees; and
- \$250 for nonprofit K–12 education organizations.

Check the appropriate box to indicate which method of payment will be provided (check, money order, American Clearing House [ACH] payment, wire transfer, Visa, MasterCard, or American Express).

Check or money order

Please make your check or money order payable to the **Malcolm Baldrige National Quality Award**. Include the check or money order with the Award Application Package.

ACH payment or wire transfer

Checking American Bankers Association (ABA) routing number: 075-000-022
 Checking account number: 182342002330

Please reference the Malcolm Baldrige National Quality Award with your payment. ASQ must be contacted either by phone at (414) 298-8789, ext. 7205, or by e-mail at mbnqa@asq.org before an ACH payment or wire transfer is sent.

Visa, MasterCard, or American Express

Fill in the information requested (credit card number, expiration date, printed name and signature of the card holder, billing address, and date signed).

W-9 Request

If you require an Internal Revenue Service (IRS) W-9 Form (Request for Taxpayer Identification Number and Certification), please contact the American Society for Quality at (414) 298-8789, ext. 7205.

7. Submission

The complete Award Application Package must be mailed or consigned to a delivery service no later than May 22, 2008 (May 8, 2008, if submitted on a CD) for delivery to

Malcolm Baldrige National Quality Award
 c/o ASQ—Baldrige Award Administration
 600 North Plankinton Avenue
 Milwaukee, WI 53203
 (414) 298-8789, ext. 7205

The Award Application Package must include a proof of the mailing date. One option to fulfill this requirement is to send the package via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the USPS Express Mail) that automatically records the mailing date. If the package is mailed through the USPS (via a service other than USPS Express Mail), applicants must include a dated receipt from the post office in the package. The Baldrige National Quality Program reserves the right to return incomplete submissions or submissions that do not meet the requirements given in sections III. Content Requirements (see page 28 of this document) and V. Format Requirements (see page 30 of this document) along with the application fee.

Malcolm Baldrige National Quality Award

**OMB Clearance #0693-0006
Expiration Date: April 30, 2010**

Provide all information requested. A copy of page 1 of this 2008 Application Form must be included in each of the 25 paper copies of the application report (or, alternatively, in the PDF version on a CD).

1. Applicant

Applicant Name _____

Mailing Address _____

2. Award Category *(Check one.)*

- Manufacturing Service Small Business
 Education Health Care Nonprofit

For small businesses, indicate whether the larger percentage of sales is in service or manufacturing. *(Check one.)*

- Manufacturing Service

Criteria being used: *(Check one.)*

- Business/Nonprofit Education Health Care

3. Official Contact Point

- Mr. Mrs. Ms. Dr.

Name _____

Title _____

Mailing Address _____

Overnight Mailing Address
(Do not use P.O. Box number.) _____

Telephone No. _____

Fax No. _____

4. Alternate Official Contact Point

- Mr. Mrs. Ms. Dr.

Name _____

Telephone No. _____

Fax No. _____

5. Release and Ethics Statements

a. Release Statement

We understand that this application will be reviewed by members of the Board of Examiners.

Should our organization be selected for a site visit, we agree to host the site visit and to facilitate an open and unbiased examination. We understand that our organization must pay reasonable costs associated with a site visit. The site visit fees range from \$1,500 to \$35,000, depending on the type of applicant. (The fees are shown on page 5 of the *Baldrige Award Application Forms*.)

If our organization is selected to receive an Award, we agree to share nonproprietary information on our successful performance excellence strategies with other U.S. organizations.

b. Ethics Statement and Signature of the Highest-Ranking Official

I state and attest that

- (1) I have reviewed the information provided by my organization in this Application Package.
- (2) to the best of my knowledge,
 - no untrue statement of a material fact is contained in this Application Package, and
 - no omission of a material fact that I am legally permitted to disclose and that affects my organization's ethical and legal practices has been made. This includes but is not limited to sanctions and ethical breaches.

Date _____

Signature _____

- Mr. Mrs. Ms. Dr.

Printed Name _____

Title _____

Applicant Name _____

Mailing Address _____

Telephone No. _____

Fax No. _____

Malcolm Baldrige National Quality Award

6. Confidential Information

Please note: To help ensure the confidentiality of the information requested, submission requirements for this page (page 2) of your Application Form differ from those for page 1 of the form and for the application report. Whether you submit 25 paper copies or a CD of your application report, one completed **paper** copy of page 2 may be submitted with your Award Application Package, or the information may be telephoned to ASQ at (414) 298-8789, ext. 7205. *Do not include this page (page 2) in the 25 copies of your application report.*

a. Social Security Number and Date of Birth of the Highest-Ranking Official

If your application is selected for Site Visit Review, this information will be used in the process for determining role-model organizations. *(See pages 3–4 of the Baldrige Award Application Forms booklet.)*

Name _____

Social Security Number _____

Date of Birth _____

b. Application Fees *(For information and instructions on fees, see pages 5, 33, and 34.)*

A payment of \$_____ is provided to cover one application report and _____ supplemental sections.

Note: An additional \$1,250 is required if you are submitting the application report on a CD.

Please indicate which method of payment will be provided:

- Check (enclosed) Money order (enclosed)
- ACH payment Wire transfer
- Visa MasterCard
- American Express

Check or money order

Please make your check or money order payable to the **Malcolm Baldrige National Quality Award**.

Send the check or money order with the Award Application Package to

Malcolm Baldrige National Quality Award
c/o ASQ
600 North Plankinton Avenue
Milwaukee, WI 53203

ACH payment or wire transfer
ABA routing number: 075-000-022
Checking account number: 182342002330

Please reference the Malcolm Baldrige National Quality Award with your payment. ASQ must be contacted either by phone at (414) 298-8789, ext. 7205, or by e-mail at mbnqa@asq.org before an ACH payment or wire transfer is sent.

Visa, MasterCard, or American Express

Credit Card Number _____

Expiration Date _____

Today's Date _____

Billing Address for Credit Card _____

Authorized Signature _____

Printed Name _____

W-9 Request

If you require an IRS W-9 Form (Request for Taxpayer Identification Number and Certification), please contact the American Society for Quality at (414) 298-8789, ext 7205.

7. Submission

The complete Award Application Package must be mailed or consigned to a delivery service no later than May 22, 2008 (May 8, 2008, if submitting on a CD) for delivery to

Malcolm Baldrige National Quality Award
c/o ASQ—Baldrige Award Administration
600 North Plankinton Avenue
Milwaukee, WI 53203
(414) 298-8789, ext. 7205

The Award Application Package must include a proof of the mailing date. (See page 34 of the *Baldrige Award Application Forms* booklet.)

2008 Award Application Package Checklist

Malcolm Baldrige National Quality Award

1. Award Application Package

Does the Application Package include 25 individually bound paper copies of your application report and, if appropriate, 25 individually bound copies of every supplemental section?

Yes No

Alternatively, does the Application Package include a CD containing the PDF version of the application report in printable format? (See page 32 of the *Baldrige Award Application Forms* for requirements for CD submission.)

Yes No

2. Format Guidelines

Does the application report—and, if appropriate, the supplemental section(s)—follow type style and size, page limits, and other format guidelines?

Yes No

3. Application Report

Does each of the 25 paper copies of the application report (or the CD version) contain the following sections separated by labeled tabs or divider pages?

- blank front cover Yes No
- title page Yes No
- Table of Contents Yes No
- 2008 Eligibility Certification Form (date-stamped copy from ASQ)* Yes No
- organization chart(s) (date-stamped copy from ASQ)* Yes No
- 2008 Application Form (page 1 only)** Yes No
- Glossary of Terms and Abbreviations Yes No
- Organizational Profile (five pages or fewer) Yes No
- Responses Addressing All Criteria Items (50 pages or fewer) Yes No
- Summary of Supplemental Sections, if applicable (two pages or fewer—see information on page 28 of the *Baldrige*

Award Application Forms booklet under III.B Supplemental Sections) Yes No

- blank back cover Yes No

**If the application report is on a CD, either scan in the date-stamped forms and chart(s) OR include on the CD an electronic version that is not date-stamped and provide one paper copy of the date-stamped documents in your Application Package. Complete and scan page 1 of the 2008 Application Form into the PDF file.*

***Do not include page 2 of the 2008 Application Form in your PDF file. Instead, submit one paper copy of page 2 of the Application Form with your Application Package, OR you may provide the information on page 2 to ASQ by calling (414) 298-8789, ext. 7205.*

4. Page 2 of the Application Form

Did you include one paper copy of page 2 of the Application Form (if the information on the form has not been telephoned to ASQ)?

Yes No

5. Application Fee

Have you indicated on the Application Form your method of payment (check, money order, ACH payment, wire transfer, Visa, MasterCard, or American Express) for the nonrefundable application fee and, if appropriate, every supplemental section? (For fee information, see pages 5, 33, and 34 of the *Baldrige Award Application Forms* booklet.)

Yes No

If paying by check or money order, is it made payable to the **Malcolm Baldrige National Quality Award**, and is it included in the Application Package?

Yes No

If submitting the application report on a CD, have you included the \$1,250 processing fee in your payment?

Yes No

6. Date of Submission

Is the Application Package being mailed or consigned to a delivery service no later than May 22, 2008 (May 8, 2008, if submitting on a CD)?

Yes No

7. Send the completed Award Application Package to

Malcolm Baldrige National Quality Award
c/o ASQ
600 North Plankinton Avenue
Milwaukee, WI 53203
(414) 298-8789, ext. 7205

To be considered for the 2008 Award, applicants must send the 2008 Award Application Package on or before May 22, 2008 (or May 8, 2008, if submitted on a CD), and the package must include a proof of the mailing date. One option to fulfill this requirement is to send the package via a delivery service (e.g., Airborne Express, Federal Express, United Parcel Service, or the United States Postal Service [USPS] Express Mail) that automatically records the mailing date. If the package is mailed through the USPS (via a service other than Express Mail), the applicant must include a dated receipt from the post office in the package. Applicants are encouraged to submit the Award Application Package well ahead of the deadline to avoid delays.

How to Obtain Copies of Baldrige National Quality Program Materials

Individual Orders

This document and the Criteria booklets may be downloaded from our Web site at www.baldrige.nist.gov. In addition, paper copies of this document and individual copies of the Criteria booklets may be obtained free of charge from

Baldrige National Quality Program
National Institute of Standards and Technology
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020
Telephone: (301) 975-2036
Fax: (301) 948-3716
E-mail: nqp@nist.gov

Bulk Orders

Multiple copies of the *2008 Criteria for Performance Excellence* booklets may be ordered in packets of 10 for \$39.95 plus shipping and handling from the American Society for Quality (ASQ).

2008 Criteria for Performance Excellence
(referred to as the Business/Nonprofit Criteria)
Item Number T1518

2008 Education Criteria for Performance Excellence
Item Number T1519

2008 Health Care Criteria for Performance Excellence
Item Number T1517

How to Order

ASQ offers four convenient ways to order:

1. For fastest service, call toll free (800) 248-1946 in the United States and Canada (in Mexico, dial toll free 95-800-248-1946). Have item numbers, your credit card or purchase order number, and (if applicable) ASQ member number ready.
2. Fax your completed order form to ASQ at (414) 272-1734.
3. Mail your order to ASQ Customer Care Center, P.O. Box 3005, Milwaukee, WI 53201-3066.
4. Order online by accessing ASQ's Web site at www.asq.org.

Payment

Your payment options include check, money order, U.S. purchase order, Visa, MasterCard, or American Express. Payment must be made in U.S. currency; checks and money orders must be drawn on a U.S. financial institution. All international orders must be prepaid. Please make checks payable to ASQ.

Shipping Fees

The following shipping and processing schedule applies to all orders within the United States and Canada.

Order Amount	U.S. Charges	Canadian Charges
Up to \$34.99	\$ 4.25	\$ 9.25
\$35.00–\$99.99	6.50	11.50
Over \$100.00	12.50*	17.50*

- There is a shipping and processing charge of 25 percent of the total order amount for shipments outside the United States and Canada.
- Orders shipped within the continental United States and Canada where UPS service is available will be shipped by UPS.
- Please allow one to two weeks for delivery. International customers, please allow six to eight weeks for delivery.
- Your credit card will not be charged until your items are shipped. Shipping and processing are charged one time, up front, for the entire order.

**If actual shipping charges exceed \$12.50 (\$17.50 Canadian), ASQ will invoice the customer for the additional expense.*

Baldrige Educational Materials

Each year, the Baldrige National Quality Program develops materials for training members of the Board of Examiners and for sharing information on the successful performance excellence strategies of the Award recipients. The following items are samples of the available educational materials.

Case Study Packets

Case study packets contain a case study and four additional documents: an executive summary, the related *Criteria for Performance Excellence* booklet, the case study scorebook, and the case study feedback report. The case studies, when used with the Criteria, are valuable resources to Award applicants and other users of the Criteria. They illustrate the Award application and review process and provide examples of how to respond to the Criteria requirements and format an application. Together, the case study packet documents furnish information on scoring, the examination processes, and much more. Diverse case study packets based on fictional organizations from the business, nonprofit, health care, and education sectors are available on the Baldrige Web site. The following are a few examples of these case study packets:

2007 Nonprofit Case Study Packet: Share Food
(based on the *2007 Criteria for Performance Excellence*)

Available in e-format (PDF version) at
www.baldrige.nist.gov/Share_Food.htm

**2006 Health Care Case Study Packet: Arroyo
Fresco Community Health Center** (based on the
2006 Health Care Criteria for Performance Excellence)

Available in e-format (PDF version) at
www.baldrige.nist.gov/Arroyo.htm

**2005 Business Case Study Packet: Landmark
Dining, Inc.** (based on the *2005 Criteria for
Performance Excellence*)

Available in e-format (PDF version) at
www.baldrige.nist.gov/Landmark.htm

**2004 Education Case Study Packet: Sandy Hill
School District** (based on the *2004 Education Criteria
for Performance Excellence*)

Available in e-format (PDF version) at
www.baldrige.nist.gov/Sandy_Hill.htm

**2003 Business Case Study Packet: GeoOrb
Polymers, North America** (based on the *2003
Criteria for Performance Excellence*)

Available in e-format (PDF version) at
www.baldrige.nist.gov/GeoOrb.htm

**2002 Health Care Case Study Packet: Capstar
Health System** (based on the *2002 Health Care
Criteria for Performance Excellence*)

Available in e-format (PDF version) at
www.baldrige.nist.gov/CapStar.htm

**2001 Business Case Study Packet: TriView
National Bank** (based on the *2001 Criteria for
Performance Excellence*)

Available in e-format (PDF version) at
www.baldrige.nist.gov/TriView.htm

**2000 Education Case Study Packet: Coyote
Community College** (based on the *2000 Education
Criteria for Performance Excellence*)

Available in e-format (PDF version) at
www.baldrige.nist.gov/Coyote.htm

Award Recipients DVD

The Award recipients DVD is a valuable resource for gaining a better understanding of performance excellence and quality achievement. The DVD provides highlights from the annual Award ceremony and interviews with representatives from the Award recipients' organizations. Ordering information on the 2007 Award recipients DVD is provided below.

2007—Item Number T1520 \$35.00
(Available May 2008)

How to Order Educational Materials

For bulk orders of the 2008 Criteria booklets and the Award recipients DVD, contact

ASQ Customer Care Center
P.O. Box 3005
Milwaukee, WI 53201-3066
Telephone: (800) 248-1946
Fax: (414) 272-1734
E-mail: asq@asq.org
Web site: www.asq.org

The Quest for Excellence® XX Conference

Each year, The Quest for Excellence, the official conference of the Malcolm Baldrige National Quality Award, provides a forum for Baldrige Award recipients to share their exceptional performance practices with worldwide leaders in business, education, health care, and nonprofit organizations. The Quest for Excellence XX will showcase the year 2007 Award recipients.

For the last 19 years, executives, managers, and quality leaders have come to this conference to learn how these role-model organizations have achieved performance excellence. Chief Executive Officers (CEOs) and other leaders from the Award recipient organizations give presentations covering all seven Categories of the Baldrige Criteria, their journey to performance excellence, and their lessons learned. At this three-day conference designed to maximize learning and networking opportunities, attendees will be able to interact with Award recipients.

The Quest for Excellence XX Conference will be held April 22–25, 2008, at the Hilton Washington in Washington, D.C. For further information, contact

Baldrige National Quality Program
National Institute of Standards and Technology
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020
Telephone: (301) 975-2036
Fax: (301) 948-3716
E-mail: nqp@nist.gov

For a general overview of the Baldrige National Quality Program, visit its Web site: www.baldrige.nist.gov.

Paperwork Reduction Act Statement

Notwithstanding any other provision of the law, no person is required to respond to, nor shall any person be subject to a penalty for failure to comply with, a collection of information subject to the requirements of the Paperwork Reduction Act, unless that collection of information displays a currently valid OMB Control Number.

The reason for collecting this information is to allow organizations to apply for the Malcolm Baldrige National Quality Award (Award). The information obtained will assist in determining the Award recipients. Responses to the collection of information are required to be considered for the Award. Confidentiality of the submitted information is covered under the Freedom of Information Act to the extent possible under the law.

The public reporting burden for this collection is estimated to average 100 hours for the initial response of the first-time applicant (this includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the relevant data, and

completing and reviewing the collection of information). As the organization reapplies for the Award in future years, it is possible that this burden will change, in either direction, based on the feedback the respondent gains from its first application.

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to

Dr. Harry Hertz, Director
Baldrige National Quality Program
NIST
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

and to

Office of Information and Regulatory Affairs
Office of Management and Budget
Washington, DC 20503

We are easy to reach. Our Web site is www.baldrige.nist.gov.

Baldrige National Quality Program

Baldrige National Quality Program
National Institute of Standards and Technology
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020

accomplishment

The National Institute of Standards and Technology (NIST), an agency of the U.S. Department of Commerce, manages the Baldrige National Quality Program (BNQP). For more than a century, NIST has helped to lay the foundation for the innovation, economic growth, and quality of life that Americans have come to expect. NIST promotes U.S. innovation and industrial competitiveness by advancing measurement science, standards, and technology in ways that enhance economic security and improve our quality of life. Through a network of nearly 400 assistance centers that serve all 50 states and Puerto Rico, NIST provides technical and business assistance to help smaller manufacturers overcome barriers to productivity and competitiveness.

Call BNQP or visit our Web site for

- information on improving the performance of your organization
- information on eligibility requirements for the Baldrige Award
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—
Business/Nonprofit, Education, and Health Care
- information on BNQP educational materials
- case studies

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web site: www.baldrige.nist.gov

American Society for Quality
600 North Plankinton Avenue
Milwaukee, WI 53203

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality (ASQ) becomes the community for all who seek quality technology, concepts, or tools to improve themselves and their world. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- Award recipients DVD

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
Web site: www.asq.org

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