



Update

March 2008

Join Us at QE and Celebrate the Program's 20th Anniversary

The Quest for Excellence® (QE) XX, the official conference of the Malcolm Baldrige National Quality Award (MBNQA), is fast approaching, and registration is now open (www.baldrige.nist.gov/Quest_for_Excellence.htm). QE will be held April 22–25 at the Hilton Washington in Washington, D.C., and it will include a gala celebration to recognize the Baldrige Program's 20th anniversary.

For 20 years, QE has provided a forum for MBNQA recipients to showcase their exemplary performance practices and to share their journeys toward performance excellence with worldwide leaders in business, education, health care, government, and nonprofit organizations. This year's conference will provide an opportunity for in-depth learning about the best practices and results of the 2007 Baldrige Award recipients—PRO-TEC Coating Company, Mercy Health System, Sharp HealthCare, and the City of Coral Springs (Florida) and the U.S. Army Armament Research, Development and Engineering Center (ARDEC), which are the first two recipients in the new nonprofit category. QE also will feature nine special sessions with previous Award recipients.



Two concurrent preconference workshops will be offered on Tuesday afternoon, April 22. In addition, to commemorate the 20th anniversary of the Program, a special gala celebration will be held from 6:00 to 9:00 p.m. on Tuesday evening. The gala will feature a festive dinner as well as the premiere of a 20th-anniversary video and inspiring remarks from Michael Luker, President of Cargill Kitchen Solutions (formerly Sunny Fresh Foods); Dr. Stephen Mittelstet, President of Richland College; and Sister Mary Jean Ryan, FSM, President and CEO of SSM Health Care.

Advance registration for the conference is \$1,100 if paid by March 25; thereafter, it is \$1,250. If also attending the gala, attendees who pay by March 25 will pay a registration fee of \$1,200 and \$1,350 thereafter. Group and faculty discounts are available. Complete information on how to register can be found at www.baldrige.nist.gov/Quest_for_Excellence.htm. For specific registration questions, please call Experient at (866) 229-2386.

Rooms have been reserved at the Hilton Washington at the special conference rate of \$224 (single or double). In order to receive this special conference rate, please reserve rooms before March 26 and be sure to mention The Quest for Excellence XX. You may reserve rooms by calling the Hilton Washington direct at (888) 324-4586. If you would like a conference brochure, please call the Baldrige National Quality Program's (BNQP's) Customer Service Department at (301) 975-2036.

QE XX is sponsored by The National Institute of Standards and Technology (NIST), the American Society for Quality (ASQ), the American Society for Training and Development (ASTD), and the Foundation for the Malcolm Baldrige National Quality Award.

Quality Community Loses One of Its Leaders

Dr. Joseph M. Juran—a former Overseer for the Baldrige Program and one of its strongest supporters—passed away on February 28, 2008, of natural causes. He was 103 years old and was physically and mentally active until his death. He was referred to as the father of modern-day quality management: he named the Pareto principle, he provided a roadmap to improve organization-wide quality, and he traveled the world to teach others how to improve quality. He is credited for putting forth a vision for a world made better through a commitment to quality.

Dr. Juran was, of course, a legend in the quality community and one of our heroes. In 1987, when the Baldrige Award was created, the Program sought the advice and involvement of U.S. quality leaders to build the public-private

partnership envisioned by the law. More than any other leader, Dr. Juran offered his perspectives on quality in the United States and in the world and counseled the Program on the importance of its work.

Curt Reimann, the first Director of the Baldrige National Quality Program, said, "At a time when the field of quality was often contentious and our new Baldrige effort was still fragile, Dr. Juran was a steadying influence, bringing credibility and confidence to our work. His services and leadership within the first Board of Overseers were a key foundation for our early work, enhancing the Award's stature in the U.S. and around the world." Harry Hertz, the current Director of the Baldrige Program, said that about ten years ago during a particularly tight budget climate, Dr. Juran actually came out of retirement to testify to Congress on the Program's behalf.

Reimann said he was especially pleased that in 2004 Dr. Hertz asked him to represent the Baldrige Award on the occasion of Dr. Juran's 100th-birthday celebration. "Through this, we were able to express our deep appreciation to Dr. Juran for his support and contributions to the Baldrige Program. I regard Dr. Juran as one of the truly great leaders and intellects I have ever known. I believe he stands at the highest level of influential people of our era."

In 1979, at the age of 75, Dr. Juran founded the Juran Institute, Inc. (JII), which was initially focused on providing training to improve enterprise quality. It grew over the years to provide clients and society with a full compliment of tools and techniques to improve business results. Many of Dr. Juran's techniques to improve business performance are still in use today all around the world.

In 1998, Dr. Juran transferred his Juran Foundation and its assets to the University of Minnesota. With this additional support and recognition, the University of Minnesota's Quality Leadership Center—renamed the Joseph M. Juran Center—has served as a resource to leaders, scholars, and students of quality. In Dr. Juran's autobiography, *The Architect of Quality*, he says that the center has undertaken an ambitious initiative "to stimulate formation of a national movement toward leadership in quality."

In addition to the foundation, Dr. Juran also transferred his professional memorabilia and papers to the University of Minnesota. The memorabilia includes more than 100 framed plaques, trophies, and medals, including the Order of the Sacred Treasure, which was conferred upon Dr. Juran in 1981 by the Emperor of Japan for Dr. Juran's development of quality control in Japan and the facilitation of friendship between the United States and Japan.

The Juran Institute will hold a service for Dr. Juran in conjunction with the annual ASQ Congress in the spring. The Baldrige Program owes much to Dr. Juran, and we send our condolences to his family.

Planning Underway for 2008 Regional Conferences

In addition to QE, the Baldrige Program traditionally co-hosts two conferences in the fall in locations across the United States. The 2008 Baldrige Regional Conferences will be held Tuesday, September 16, at the Marriott Denver South at Park Meadows in Denver, Colorado, and Friday, October 3, at the JW Marriott New Orleans in New Orleans, Louisiana. The conferences will feature remarks from current and former Baldrige Award recipients, as well as preconference workshops for Baldrige beginners (September 15 in Colorado and October 2 in Louisiana).

Conference registration will open in June 2008. Please check the Baldrige Web site for updated information on registration and the conference schedule.

Rooms for the Colorado Regional Conference can be reserved at the rate of \$169 by calling (800) 686-2767 or (303) 925-0004. Rooms for the Louisiana Regional Conference can be reserved at the rate of \$169 by calling (800) 228-9290 or (504) 525-6500.

This year's Regional Conferences are cosponsored by Colorado Performance Excellence, the Louisiana Quality Foundation, the Alliance for Performance Excellence, and the Foundation for the Malcolm Baldrige National Quality Award.

competitiveness

Update

2008 Award Application Deadline Reminders

To ensure all Baldrige Award applications are given due consideration, please note the following submission due dates for the 2008 Award cycle:

- **March 7, 2008**—Eligibility Certification Packages with a nomination to the Board of Examiners
- **April 8, 2008**—All other Eligibility Certification Packages
- **May 8, 2008**—Award Application Packages submitted on CD
- **May 22, 2008**—Award Application Packages submitted in hard copy



The Baldrige Foundation Launches New Web Site

The Foundation for the Malcolm Baldrige National Quality Award recently launched the Baldrige Performance Excellence Web site, which will function as a single point of access to the Baldrige Award community: the Baldrige Foundation, the Baldrige National Quality Program, and the Alliance for Performance Excellence. The new Web site is located at www.baldrigepe.org but can still be accessed through the Baldrige Web site at www.baldrige.nist.gov/Foundation.htm.

The site is organized into three sections. The Foundation's section includes information about the Foundation's history and purpose, its contributors, and methods for contributing; BNQP's section provides information about The Quest for Excellence Conference, current and past Award recipients, and the Criteria for Performance Excellence; and the Alliance's section is devoted to its constituencies: the network of state and local award programs throughout the country.

Examiner Selection Underway

The Baldrige Program wishes to thank everyone who applied to the 2008 Board of Examiners. The selection process is now underway, and notification letters will be sent via overnight mail on March 20, 2008. We ask Examiner selectees to return the confirmation notice immediately upon receipt. Detailed instructions for the return process will be included.

Examiner Training Goes Back to the Basics

In 2007, Examiner training focused on the changes to the Award process. This year, the theme for training is "back to basics." Greater emphasis has been placed on building knowledge of the Criteria and comment writing. Prework will include evaluation of several Criteria Items using both the Independent Review and Consensus Review processes as well as several Thought Questions. In addition, new Examiners will utilize online modules focused on foundational concepts as part of their prework.

This year's Examiner training courses will be held at the Marriott Washingtonian in Gaithersburg, Maryland, during the first four weeks of May. Examiners will stay at the training hotel or at the Courtyard Marriott, which has shuttle service available. Links to the online Logistics Booklet will be provided with selection letters.

BNQP Announces 2008 Updates to the Award Process

In 2007, the Baldrige Program implemented a revised Award process in which Examiners developed observations, recorded them on Independent Review matrixes, and used scoring grids that were designed to align with Criteria evaluation factors. Each Examiner then transitioned from his or her independent work to participate in a team effort to produce one consensus scorebook. These changes in the process reflected important improvements for both Examiners and applicants, allowing the consensus experience for all Examiners and consensus feedback for all applicants. As a result of the efforts of hundreds of dedicated volunteer Examiners, Senior Examiners, Alumni Examiners, and coaches, the process worked!

Although a number of refinements will be made this year to the process, scorebooks, and *examinerdepot*, no substantive changes have been made to the process or the timeframes for 2008. Rather, we recognize the need to focus on further developing essential competencies, for example, analytical skills related to the use of the Criteria and written communication, specifically with regard to crafting value-added comments.

We sincerely thank all of our Examiners for their dedication and commitment, and the Program looks forward to another successful year of collaboration!

Planning Underway for the Workshop for State and Local Quality Award Programs

On Monday and Tuesday, July 28–29, 2008, the Baldrige Program will host the annual Workshop for State and Local Quality Award Programs at NIST. Kay Kendall of the Alliance for Performance Excellence, Mike Langridge of the Iowa Recognition for Performance Excellence Program, Mike Belter of the American Electric Power Company, and Elizabeth Menzer of the Wisconsin Forward Award constitute this year's Workshop Planning Team.

The state award programs from which the MBNQA recipients also received state awards will be recognized. The 2007 MBNQA recipients are

- PRO-TEC Coating Company, Leipsic, Ohio (small business)
- Mercy Health System, Janesville, Wisconsin (health care)
- Sharp HealthCare, San Diego, California (health care)
- City of Coral Springs, Coral Springs, Florida (nonprofit)
- U.S. Army Armament Research, Development and Engineering Center (ARDEC), Picatinny Arsenal, New Jersey (nonprofit)

Questions about the 2008 Workshop for State and Local Quality Award Programs may be addressed to the Workshop Planning Team above or to BNQP's Zara Brunner at (301) 975-2001 or Jackie Calhoun at (301) 975-2555.

Hertz to Send Letters of Appreciation

Harry Hertz, BNQP Director, would like to write a letter of appreciation to the employer of each member of the 2007 Board of Examiners. The letter will acknowledge the Examiner's contributions and commitment, as well as the employer's support for the Baldrige process.

If you would like a letter of appreciation sent to someone in your organization, please contact Diane Harrison (diane.harrison@nist.gov) with your name and the name, title, and complete address of the person to whom you would like Harry to write.

Baldrige Office on the Road

In the spring and summer of 2008, BNQP plans to exhibit at the Conference on Quality in the Space and Defense Industries in Cape Canaveral, Florida, on March 3–4; the American College of Healthcare Executives (ACHE) Congress on Healthcare Management in Chicago, Illinois, on March 10–13; the American Association of Community Colleges (AACC) Annual Conference in Philadelphia, Pennsylvania, on April 5–8; The American Society for Quality's (ASQ's) World Conference on Quality and Improvement in Houston, Texas, on May 5–7; The American Society for Training and Development's (ASTD's) International Conference and Exposition in San Diego, California, on June 1–4; and the Association of Collegiate Business Schools and Programs (ACBSP) Annual Conference in New Orleans, Louisiana, on June 20–23. We hope to see you at these events!

Examiners Serve as Ambassadors

The following Examiners or former Examiners reported outreach efforts between early November and late January: Nancy Atkins, Paul Grizzell, Dan Kallman, and Edgar Brian Miller. In addition, the following Examiners (including Alumni and former Examiners) requested the portable exhibit and/or outreach material: Sue Alexander, Bridget Dewees, Elizabeth Menzer, Melissa Rabida, Mike Strong, John Vinyard, and Jim Zurn. We thank all of these ambassadors for their outreach activities on behalf of the Baldrige Program.

If you have conducted outreach efforts on behalf of the Program and wish to be recognized, please report your activities to our Outreach and Communications Team via fax at (301) 948-3716 or e-mail at nqp@nist.gov.

Update

NIST/ASQ News



In conjunction with Signature Communications, the Baldrige Program is a 2007 **co-recipient of the Remi Award** for its XVIII Conference Module. Within the filming industry, the Remi Award, which is named after Texan artist Frederick Remington, is given for creative excellence at the annual WorldFest-Houston International Film and Video Festival.

In February, **Jennifer Jones** joined the Examiner and Staff Development Team as a Social Scientist. For the past 20 years, Jen has led training and development teams, with a focus on leadership development in the health care setting. Her former employers include Banner Health, based in Phoenix, Arizona, and Scripps Health, based in San Diego, California. Jen's key contributions to these training departments included identification of core competencies, competency-based needs assessments, and measurement. She received a social work degree from Marshall University and completed her master's work in learning and instructional technology at Arizona State University.

Jen is married to a singer-songwriter, rescues great danes and horses, and loves being outdoors whenever possible. She can be reached by phone at (301) 975-4307 or by e-mail at jenjones@nist.gov. Welcome, Jen!

Jane Poulter, whose service to the Baldrige Program began in 1994, has left to relocate to central Virginia and return to bedside nursing; she also will be working in a hospital's quality program. Jane was instrumental in developing the Health Care Criteria and the first health care case study, and she was a leader in implementing the health care sector of the Baldrige Award.

Jane's expertise in health care has served the Program well. During her tenure, she was an active liaison with VHA, the Agency for Research and Healthcare Quality (AHRQ), and the Institute for Healthcare Improvement (IHI). Within the Baldrige office, she served on various teams and led both the Publications Management Team and the Examiner and Staff Development Team. She also was known for her supportive, caring mentorship of new staff members, as well as Examiners on the many Examiner teams she monitored. Jane will be greatly missed by both the Baldrige office here at NIST and by the Baldrige community. We wish her the best of luck!

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

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