

2007

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



# Share Food Case Study Packet

## Executive Summary

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## Executive Summary

The Share Food Case Study was prepared for use in the 2007 Malcolm Baldrige National Quality Award Examiner Preparation Course. The Share Food Case Study describes a fictitious nonprofit organization. There is no connection between the fictitious Share Food and any other organization, either named Share Food or otherwise. Other organizations cited in the case study also are fictitious, except for several national and government organizations. Because the case study is developed to train Baldrige Examiners and others and to provide an example of the possible content of a Baldrige application, there are areas in the case study where Criteria requirements are not addressed. This case study is based on the 2007 Criteria for Performance Excellence, which is used by both business and nonprofit organizations.

Share Food scored in band 3, showing that the organization demonstrates effective, systematic approaches responsive to the basic requirements of most Items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved. Results address many areas of importance to the organization's key requirements, with improvements and/or good performance being achieved. Comparative and trend data are available for some of these important results areas.

## **Organizational Snapshot**

Share Food is a nonprofit food bank that operates a 30,000-square-foot warehouse and distributes food to community food pantries, soup kitchens, homeless shelters, senior centers, seasonal youth activity centers, and daycare centers. Share Food's mission is to operate as a community-based food bank dedicated to feeding the hungry residents of its communities. With fewer than nine full-time employees after staff reductions in recent years, Share Food, a 501(c)(3) corporation, depends heavily on a large volunteer workforce to distribute food to the food-insecure through partnerships with its member agencies (customers) across a six-county service area that includes both rural and urban communities.

Share Food distributed nearly 7.5 million pounds of food in 2006 and has seen a doubling in community members who depend on its services. Key strategic challenges that Share Food faces to sustain and expand its services include optimizing human resources and partnerships, responding to the needs of its member agencies, obtaining and maintaining adequate financial resources, and recruiting volunteers from a broad range of age segments. Share Food's strategic advantages associated with organizational sustainability include its ability to feed the food-insecure through its member agencies, network of food suppliers, volunteer base, and tight management of overhead costs, which are covered through the food bank's innovative partnerships with corporate contributors.

## **Use of a Case Study Packet**

A Baldrige case study packet is composed of the tools used to train Baldrige Examiners and of the Examiners' working documents in the evaluation process. As such, the packet demonstrates the Baldrige Award application and evaluation processes and provides insight into and understanding of the Criteria on which evaluations are based. The case study packet is a useful tool that includes information relating to scoring, Criteria responses, and examination processes and illustrates the format for an application. In addition to being used by Examiners and Award applicants, case study materials are used by state and local award programs across the United States and in the internal award programs of many organizations. Countries around the world also have used the documents in the creation of their Baldrige-based award programs. The self-assessment and self-improvement uses of the case study packet are limitless. Outreach efforts of the Baldrige community also are strengthened by use of the materials in this packet.

Before 2002, several Baldrige case study packets were available in both printed format and electronic format (e-format). Currently, Baldrige case study packets are on the Baldrige Web site in e-format only. Case study packets prior to 2002 can be purchased from the American Society for Quality (ASQ). Ordering instructions are given below, under the heading "Baldrige Educational Materials."

This Executive Summary and the documents described below constitute the 2007 Case Study Packet. The packet is used in conjunction with the 2007 Criteria for Performance Excellence and the Scorebook for Business/Nonprofit, Education, and Health Care to illustrate an example of a 2007 Malcolm Baldrige National Quality Award application and the processes used to evaluate it.

## **Case Study Packet Documents**

### **The Share Food Case Study**

The Share Food Case Study is a sample application written about a fictitious nonprofit organization applying for the Baldrige Award. It demonstrates the form and content of an application, providing information requested in the seven Categories of the Criteria for Performance Excellence. Responses are presented for each of the 18 individual Items, which comprise 32 separate Areas to Address. The Share Food Case Study was an important part of the 2007 Examiner Preparation Course. Because the case study was developed to train Baldrige Examiners and others, including state and local programs and organizations who use it internally, the case study does not fully address all Criteria Categories.

### **The Share Food Scorebook**

The Share Food Scorebook contains comments and a scoring range for each of the 18 Items of the application. The recommended scoring ranges for the Share Food Case Study are shown at the beginning of the report and represent the opinion of one Examiner team; these scores are not meant to be definitive scores. For an actual application, information from the Examiners' scores is used by the Panel of Judges to determine if the applicant should advance to the next stage of the review process. Scorebooks represent the work of Examiners; they are converted into feedback reports, which are sent to all organizations that apply for the Award. Details of the review process are included as an appendix in the Share Food Feedback Report.

### **The Share Food Feedback Report**

The Share Food Feedback Report is an example of the written assessment that all Award applicants receive in response to their applications. Prepared by members of the Board of Examiners, feedback reports are based on the written application, comments and scores, and the results of site visits, if any. Feedback reports summarize key themes of the application evaluation, identify the band of an applicant's total score, identify a percentage range for each Criteria Category or Item, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

### **The 2007 Criteria for Performance Excellence**

The 2007 Criteria for Performance Excellence provide a system and framework for organizational excellence. These Criteria are the basis for organizational self-assessments, for making Awards, and for giving feedback to Award applicants. The Criteria for Performance Excellence (for business and nonprofit organizations), like the education and health care counterparts, evolve with changing performance requirements, in order to stay current with validated management practices.

*Note: The Share Food Case Study is intended for use with the 2007 Criteria for Performance Excellence. As the Criteria and the Malcolm Baldrige National Quality Award processes undergo change each year, this case study packet may not be directly comparable with future editions of the Business/Nonprofit Criteria.*

## **Baldrige Educational Materials**

### **Criteria for Performance Excellence**

To receive up to five free copies of the *2007 Criteria for Performance Excellence* booklet, the *2007 Education Criteria for Performance Excellence* booklet, or the *2007 Health Care Criteria for Performance Excellence* booklet, contact the Baldrige National Quality Program (see contact information on the last page of this Executive Summary).

To order bulk copies of the Criteria, contact ASQ (see ordering information on the last page of this Executive Summary). The fee is \$39.95 per packet of ten, plus shipping and handling. The item numbers for ordering bulk copies follow.

*2007 Criteria for Performance Excellence* (referred to as the Business/Nonprofit Criteria)—Item Number T1117

*2007 Education Criteria for Performance Excellence*—Item Number T1118

*2007 Health Care Criteria for Performance Excellence*—Item Number T1119

### **DVDs of Award Recipients**

DVDs of Award recipients are a valuable resource for gaining a better understanding of performance excellence and quality achievement. The DVDs provide highlights from the annual Award Ceremony and interviews with representatives from the Award recipient organizations. DVDs are available for ordering from ASQ for each Award year since 2005.

### **Case Studies**

#### **2007 Case Study Packet: Share Food (a nonprofit food bank)**

This case study is available in e-format (PDF version) at [www.baldrige.nist.gov/Share\\_Food.htm](http://www.baldrige.nist.gov/Share_Food.htm).

#### **2006 Case Study Packet: Arroyo Fresco Community Health Center (a nonprofit health care center)**

This case study is available in e-format (PDF version) at [www.baldrige.nist.gov/Arroyo\\_Fresco.htm](http://www.baldrige.nist.gov/Arroyo_Fresco.htm).

#### **2005 Case Study Packet: Landmark Dining, Inc. (a small business organization)**

This case study is available in e-format (PDF version) at [www.baldrige.nist.gov/Landmark.htm](http://www.baldrige.nist.gov/Landmark.htm).

#### **2004 Case Study Packet: Sandy Hill School District (an education organization)**

This case study is available in e-format (PDF version) at [www.baldrige.nist.gov/Sandy\\_Hill.htm](http://www.baldrige.nist.gov/Sandy_Hill.htm).

**2003 Case Study Packet: GeoOrb Polymers, North America (a manufacturing organization)**

This case study is available in e-format (PDF version) at [www.baldrige.nist.gov/GeoOrb.htm](http://www.baldrige.nist.gov/GeoOrb.htm).

**2002 Case Study Packet: CapStar Health System (a nonprofit health care system)**

This case study is available in e-format (PDF version) at [www.baldrige.nist.gov/CapStar.htm](http://www.baldrige.nist.gov/CapStar.htm).

## Baldrige National Quality Program

**Baldrige National Quality Program**  
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The National Institute of Standards and Technology (NIST), an agency of the U.S. Commerce Department's Technology Administration, 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 (no cost)
- information on BNQP educational materials
- case studies

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By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality (ASQ) becomes the community for everyone who seeks 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 recipient DVDs

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