

February 2011

In This Issue

- [Vice President Biden and Commerce Secretary Locke Present Baldrige Award](#)
- [Award Recipients Highlight the Workforce and the Community](#)
- [Baldrige Examiners: "The Engine That Makes the Award Happen"](#)
- [Seven Organizations Honored with the 2010 Baldrige Award](#)
- [2011–2012 Criteria Now Available](#)
- [2011 Award Application Deadlines](#)
- [Examiner Selection in Progress](#)
- [Examiner Training News](#)
- [BOSS Enhanced for 2011](#)
- [Did You Serve on the 2010 Board of Examiners?](#)
- [Another Rewarding Journey](#)
- [The 23rd Annual Quest for Excellence®](#)
- [2011 Regional Conferences in Missouri and Alabama](#)
- [Scoring Data Now Include Unique Identifiers for Repeat Applicants](#)
- [Baldrige Fellows Focus on "Visionary Leadership That Works"](#)
- [Thanks to Our Examiner Ambassadors](#)
- [Baldrige on the Road](#)
- [NIST/ASQ News](#)

Vice President Biden and Commerce Secretary Locke Present Baldrige Award

On December 16, 2010, Vice President Joe Biden and U.S. Secretary of Commerce Gary Locke presented five U.S. organizations with the Malcolm Baldrige National Quality Award.

The ceremony honored the 2009 recipients: [Honeywell Federal Manufacturing & Technologies](#), Kansas City, Missouri (manufacturing); [MidwayUSA](#), Columbia, Missouri (small business); [AtlantiCare](#), Egg Harbor Township, New Jersey (health care); [Heartland Health](#), St. Joseph, Missouri (health care); and [Veterans Affairs Cooperative Studies Program Clinical Research Pharmacy Coordinating Center](#), Albuquerque, New Mexico (nonprofit).

Vice President Biden and Secretary Locke emphasized the role of the award recipients and the Baldrige Criteria in the U.S. economic recovery. The vice president noted, "America's competitive edge has always been defined by those who lead and those who innovate.... Across America, I have seen businesses that strive to meet the Baldrige Criteria, and they don't merely do it for the prestige of winning the award but for the satisfaction that comes from ... achieving the best results.... You are all a model for other companies aiming to do exactly what you have already achieved, [and] you have helped America begin to reclaim its future."

Secretary Locke added, "Today, [Malcolm Baldrige's] challenge for businesses to perform to the very best of their ability is being met through the use of the Baldrige Criteria, a roadmap for excellence that has transformed companies as well as organizations from health care, to education, to nonprofit.... This is truly an elite group of organizations, each of whom can be a model for other organizations in their own sectors."

Attending the award ceremony were employees and guests of the award recipient organizations; officers of the Baldrige Foundation; members of the Board of Overseers, Judges Panel, and Board of Examiners for the Malcolm Baldrige National Quality Award; congressional representatives; members of various trade and industry associations; state and local award program representatives; and NIST staff members.

Additional employees of the award recipient organizations and others viewed the ceremony via satellite, and members of the media were present to report on the nation's highest honor for performance excellence.

[View the vice president's remarks](#)
[View award ceremony photos](#)



Award Recipients Highlight the Workforce and the Community

In accepting the Baldrige Award for their organizations, the 2009 recipients' senior leaders stressed the important role of the workforce in a high-performing organization. The leaders also expressed their sense of responsibility to their customers, their communities, and the nation.

We found that the Baldrige Award's greatest value was the opportunity to critically examine our organization and identify both our strengths and the ways we could improve.... There is no doubt that the Baldrige Award process made us better. But more importantly, our customer [the U.S. government] has clearly benefited.... We take great pride in keeping our nation safe and secure.—**Anthony J. Brancato III, president, Honeywell Federal Manufacturing & Technologies**

As role-model organizations who validate the Criteria, it is our responsibility ... to spread the word about Baldrige. [Then] our communities would become communities of excellence, and our country would become a country of excellence.—**Matt Fleming, president, MidwayUSA**

The Baldrige Program has helped transform our organization and make it a focus of community pride.... America's future success requires that businesses achieve higher levels of performance across all sectors of our economy. Baldrige Award recipients play a vital role.—**David P. Tilton, president and CEO, AtlantiCare**

We looked into the face of our community, and we created a vision to be the best and safest place in America to receive health care and live a healthy and productive life. Keeping a continuous focus on quality improvement with the help of the Baldrige Criteria for Performance Excellence allows us to provide the best and safest care while improving the health of our community.—**Mark Laney, president and CEO, Heartland Health**

The VA has one of the most noble missions in government, and we owe it to our veterans to be the very best we can.... Living by the Baldrige principles has brought a holistic approach to quality and a sensibility to the way we manage and operate. The Baldrige principles foster entrepreneurship, discipline, accountability, and transparency.—**Mike R. Sather, center director for administrative operations, VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center**

Baldrige Examiners: “The Engine That Makes the Award Happen”

On December 16, 2010, members of the 2009 Board of Examiners were recognized for their service to the Baldrige Program and the country. Moderated by Jeff Lucas, deputy director of the program, the ceremony included the presentation of certificates in recognition of the examiners' service to the program and the nation.

“You are the reason we have Malcolm Baldrige recipients,” said Jerry Rose, chair of the Board of Overseers and corporate vice president of Cargill, Inc. “But I also want to thank you on behalf of corporate America. . . . Your passion, your hard work, and your commitment to performance excellence help America get better and be more competitive in this economy and on a global scale.”

Representing the Baldrige family, Malcolm Hollensteiner, nephew of Malcolm Baldrige, said, “It’s remarkable to see how the award has developed and progressed It couldn’t have happened without the work of examiners behind the scenes.... I hope you continue to be examiners. [It is] an investment in American organizations.”

Patrick Gallagher, director of NIST, called examiners “the engine that makes the award happen. Awardees are always deeply impressed by the examiner teams, [who collectively put in] more than 5,000 hours of effort, dedication, passion, and service to the country.”

“How amazing it is that we’re able to get so many talented, smart people to give so much of themselves year after year. That is a key success factor for the program,” said Liza Seltzer, chair of the Panel of Judges. The Baldrige Program “is successful because of partners with your level of commitment,” added Jeff Lucas.

Baldrige Program Director Harry Hertz thanked the examiners “as representatives of your 550 colleagues who couldn’t be here today.... You have truly become part of my family. I hope we have become part of yours.”

Seven Organizations Honored with the 2010 Baldrige Award

In November 2010, U.S. Commerce Secretary Locke named seven organizations as recipients of the Baldrige Award. This marked the first year that three small businesses were selected at one time and only the second instance in the award’s 23-year history that seven organizations were honored. The 2010 Baldrige Award recipients are

- **MEDRAD**, Warrendale, Pennsylvania (manufacturing)
- **Nestlé Purina PetCare Co.**, St. Louis, Missouri (manufacturing)
- **Freese and Nichols Inc.**, Fort Worth, Texas (small business)
- **K&N Management**, Austin, Texas (small business)
- **Studer Group**, Gulf Breeze, Florida (small business)
- **Advocate Good Samaritan Hospital**, Downers Grove, Illinois (health care)
- **Montgomery County Public Schools**, Rockville, Maryland (education)

MEDRAD is receiving the Baldrige Award for the second time, having also been selected in the manufacturing category in 2003.

[Read the press release](#)

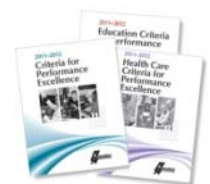
2011–2012 Criteria Now Available

All versions of the 2011–2012 Criteria for Performance Excellence —**Business/Nonprofit**, **Education**, and **Health Care**—are available for download and as **printed publications**.

The most significant revisions to the Criteria this year address (1) dealing with complexity in enterprise leadership and management, and (2) customer engagement.

To succeed in today’s global, competitive, uncertain environment, organizations must accept complexity. Handling complexity requires agility and the ability to execute with a sufficient degree of simplicity. A key focus of the current Criteria revisions is to help organizations achieve that simplicity in execution. Following are some highlights of the revisions:

- Each group of questions now has a subhead that summarizes the content. With the outline formed by the category and item titles, titles for the areas to address, and these subheads, Criteria users now have a simple guide to performance excellence.
- We have strengthened the line of sight from strategic challenges and advantages to core competencies, to strategy, and then to work systems and work processes.
- Strategy development in our global marketplace will increasingly require some degree of intelligent risk taking, which is introduced as a new consideration in 2011. (On intelligent risk taking, see “[Are You](#)



Customer engagement has continued to receive increasing attention as organizations compete in the global marketplace and in competitive local markets. The Criteria now have an increased focus on this concept:

- We have reorganized the flow of logic in the customer focus category to address this concept better.
- We have placed the responsibility for a customer-focused culture in the senior leadership item.
- The concept of listening and learning from and about the customer through the use of social media has been added to questions on how your organization listens to customers.

The most significant changes in the Criteria items and the booklet are as follows:

- The number of areas to address has been reduced from 41 to 40, and the number of Criteria items has been reduced from 18 to 17, plus 2 in the Preface: Organizational Profile.
- The question that appeared in numerous items about keeping systems current with changing business needs and directions has been removed from the Criteria. This topic should be covered in strategic planning and is a sign of organizational maturity, which is reflected in the scoring guidelines as a function of learning and integration.

Preface: Organizational Profile

- Item P.1, Organizational Description, no longer asks about managing supplier and partner relationships. Supply-chain management is now addressed in item 6.2.
- Item P.2, Organizational Situation, includes societal responsibility as a factor to consider in your strategic challenges and advantages.

Category 1: Leadership

- Item 1.1, Senior Leadership, includes a focus on creating a workforce culture that fosters customer engagement as a leadership responsibility.
- Item 1.2, Governance and Societal Responsibilities, asks how senior leader performance evaluations are used in determining executive compensation.

Category 2: Strategic Planning

- This category has an enhanced focus on organizational agility to address a changing strategic environment.
- Item 2.1, Strategy Development, asks how your strategic planning process considers projections of your and your competitors' future performance. The item also asks about your ability to adapt to sudden shifts in your market conditions.
- Item 2.2, now Strategy Implementation, specifically asks about the relationship of your action plans to your strategic objectives.

Category 3: Customer Focus

- This category has been redesigned to enhance the flow of logic and incorporate the use of social media as a mechanism for listening to customers. (On the use of social media, see "[Has Social Media Changed Your Organization?](#)" in Insights on the Road to Performance Excellence, January 2011.)
- Item 3.1, now Voice of the Customer, asks how you listen to current and potential customers and how you determine customer satisfaction, dissatisfaction, and engagement.
- Item 3.2, now Customer Engagement, asks about your product offerings, customer support, customer segmentation, and use of customer data. These are important to building customer relationships, which is addressed in the second part of the item.

Category 4: Measurement, Analysis, and Knowledge Management

- Item 4.1, Measurement, Analysis, and Improvement of Organizational Performance, now includes voice-of-the-customer data as a key component of organizational performance measurement. Use of customer data was previously addressed as a stand-alone factor in category 3. Performance improvement questions now ask about best-practice sharing and about the use of performance review findings and comparative data to project future performance.

Category 5: Workforce Focus

- This category has been reconfigured and simplified to enhance the flow of logic.
- Item 5.1, now Workforce Environment, includes preparing for periods of workforce growth as part of managing workforce capacity and capability.
- Item 5.2, now Workforce Engagement, includes customer focus as an element of workforce and leader development.

Category 6: Operations Focus

- This category has been renamed to focus on the operations that produce and support the delivery of your product offerings.
- Item 6.1, Work Systems, has been simplified to focus exclusively on work systems, including controlling their costs.
- Item 6.2, Work Processes, specifically asks about the relationship of your work processes to your work systems. The item also asks about your supply-chain management processes.

Category 7: Results

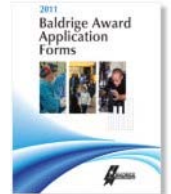
- This category has been aligned with the changes in categories 1–6 to encourage the measurement of important and appropriate results and also has been reduced from six items to five.
- Item 7.1, now Product and Process Outcomes, results from the combination of former items dealing with product outcomes and process outcomes.
- Item 7.3, now Workforce-Focused Outcomes, has been realigned to follow the flow of logic in category 5.
- Item 7.4, now Leadership and Governance Outcomes, more explicitly details leadership responsibilities for delivering key results.
- Item 7.5, now Financial and Market Outcomes, is now the last item, the “bottom line” for many organizations.

Several words in the Glossary of Key Terms have had slightly updated definitions. There has been a particular effort to clarify the definition of performance projections.

The results scoring guidelines have been modified to align better with the item format and organizational maturity by addressing the basic, overall, and multiple requirements of results items. Also, performance projection expectations are now included only in the 90–100% scoring range.

2011 Award Application Deadlines

The *2011 Baldrige Award Application Forms* are now available. Deadlines for submitting eligibility and application packages for the 2011 Baldrige Award are as follows:



Eligibility Certification Packages

- due March 1 with a nomination to the Board of Examiners
- due April 12 without a nomination

Award Application Packages

- due May 3 if submitted on CD
- due May 17 if submitted on paper

For other dates related to the award process, examiner training, and conferences, see the [Baldrige Process Calendar](#).

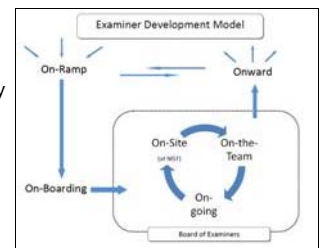
Examiner Selection in Progress

By the time the application closed on January 13, the Baldrige Program had received close to 900 applications for the 2011 Board of Examiners. We thank you for your continuing interest and commitment. The examiner selection process is now under way, and you will receive an e-mail with details on your selection status by late March.

Examiner Training News

The Baldrige Program is continuing to plan examiner training based on the examiner development model redesigned in 2010. The model covers the entire development cycle, starting with the decision to apply for the Board of Examiners and continuing through the first year; into the journey of the award evaluation cycle; and onward and upward with continuing education and ambassador, coaching, and mentoring roles.

Examiners who are selected as members of the 2011 board will receive self-study prework packets in April. Four consecutive sessions of classroom training will take place on the NIST campus in Gaithersburg, MD, beginning the week of April 25 and continuing through the week of May 16.



BOSS Enhanced for 2011

The Baldrige Program thanks all of you who provided feedback on the Baldrige Online Scorebook Solution (BOSS), an automated, Web-based tool designed to support teams in completing their evaluations during Independent Review and Consensus Review. In preparing for the 2011 award cycle, we took your suggestions for enhancements into consideration. For example, this year, you'll be able to sort and print feedback from other team members during Consensus Review. In addition, work on the BOSS module for Site Visit Review is under way. More details will be forthcoming this summer.

Did You Serve on the 2010 Board of Examiners?

Baldrige Program Director Harry Hertz would like to write a letter of appreciation to the employer of each member of the 2010 Board of Examiners. The letter will acknowledge your contributions and commitment, as well as your employer's support for the Baldrige process.

If you would like such a letter sent to someone in your organization, please send [Diane Harrison](#) your name and the name, title, and complete address of the person to whom you would like Harry to write.

Harry would also like to write letters of thanks to the families of examiners, who make many sacrifices to allow examiners to contribute their time to the program. If you'd like your family to receive such a letter, please

send [Diane](#) your name, the name of the person Harry should write to, that person's relationship to you, and the complete address.

Another Rewarding Journey

The Baldrige community is full of dedicated people who carry the principles and core values of the Criteria in their hearts and minds . . . and more than a few who even carry the Criteria booklet with them when they travel.

The next time you take the Criteria booklet to the Great Wall, the Louvre, or another interesting place, let [Zara Brunner](#) know, and please send us a photo if you have one.

At right: Senior examiner Amy Kosifas and the Criteria make the 900-step climb to the top of Mont Saint-Michel, France.



The 23rd Annual Quest for Excellence®

It's Going to Be the Greatest Yet!

The official conference of the Baldrige Award, the [Quest for Excellence](#), will take place **April 4–6** at the Washington Marriott Wardman Park in Washington, D.C. This annual conference provides a forum for award recipients to share their exceptional performance practices with leaders in business, education, health care, and nonprofit organizations. This year, Quest will showcase the 2010 Baldrige Award recipients and feature former award recipients from all sectors.

Here are a few highlights:

- past award recipients from all sectors presenting on a wide variety of topics (Monday and Tuesday)
- the popular conference networking reception (Tuesday evening)

Again this year, the program is offering a **\$100 discount on registration fees to members of the 2010 Board of Examiners**. If you are a member of the board, please indicate this on your registration form. If you can't attend Quest in person, look for details on registering for the Virtual Quest option.

For more information, see [Quest for Excellence](#), join the Quest [LinkedIn](#) group's conversation, and follow Baldrige staff members' [tweets](#) (2011Quest).

2011 Regional Conferences in Missouri and Alabama

Mark your calendars for this year's [Baldrige Regional Conferences](#). On September 13, the Missouri conference will take place at the Westin Crown Center Kansas City. The date and location for the Alabama conference will be announced this month.

The conferences will feature remarks from leaders of current and former Baldrige Award recipient organizations. The day before each conference, a preconference workshop for Baldrige beginners will be offered.

Conference registration opens in June 2011. Check with us then for information on registration, accommodations, and the conference schedule.

Scoring Data Now Include Unique Identifiers for Repeat Applicants

The Baldrige Program recently published an updated version of [blinded scoring data for Baldrige Award applicants](#) during the years 1990–2006. The Independent and Consensus Review item-level scoring data now include unique identifiers that allow users to track specific applicants over time while still protecting their confidentiality.

If you have questions about the data, or if you'd like to tell us how you have used the previously posted data sets in your research, please call the Baldrige customer service line (301-975-2036).

Baldrige Fellows Focus on “Visionary Leadership That Works”

In January, the 13 members of the inaugural [Baldrige Fellows Program](#) cohort attended their second session. Hosted by 2006 Baldrige Award recipient Premier Inc. in Charlotte, North Carolina, the session focused on the use of the Baldrige framework to enhance organizational performance in leadership and strategic planning.

The Fellows explored best leadership practices related to setting organizational directions, values, and expectations to balance stakeholder requirements, empower innovation, and ensure organizational sustainability, with the goal of identifying challenges and benefits within their own organizations. Presenters included Sister Mary Jean Ryan, president and CEO of SSM Health Care; Susan DeVore, president and CEO of Premier Inc.; and Rulon Stacey, president and CEO of Poudre Valley Health System. Bob Barnett, former president and CEO of Motorola's Commercial, Government & Industrial Solutions Sector, served as executive-in-residence.

The remaining sessions are

- Leading for Engagement (hosted by The Ritz-Carlton Hotel Company in Pentagon City, Virginia, on April 2–3)
- Operational Intelligence (hosted by Cargill Corn Milling and Cargill Kitchen Solutions in Minneapolis,

- Minnesota, on June 24–25)
- graduation and capstone project presentations (held in conjunction with the Baldrige Regional Conference in Kansas City, Missouri, on September 12–13)

As a means of integrating and applying learning from the sessions, each Fellow is also developing a capstone project addressing a significant strategic issue or need in his or her organization.

The next class of Baldrige Fellows will begin in April 2012. For more information on the [Fellows Program](#), contact [Bob Fangmeyer](#) (301-975-4781) or the [Baldrige Program](#) (301-975-2036).

Thanks to Our Examiner Ambassadors

We thank the following members of the Baldrige community for their outreach efforts on behalf of the Baldrige Program: Sue Alexander, Jackie Beede, Robert Bitner, Steve Bonk, Elaine Edgar, Laurie Emerson, Karen Greco, Paul Grizzell, Kay Kendall, Brian Lassiter, Adrin Mammen, James Stith, and John Vinyard.

If you have conducted outreach for the Baldrige Program by giving a presentation, using our portable exhibit, or using our other outreach materials, please let us know so we can acknowledge your efforts (baldrige@nist.gov or fax: 301-948-3716).

Baldrige on the Road

The Baldrige Program recently exhibited at the conferences of the following organizations: the National Association for Healthcare Quality, the Association for Manufacturing Excellence, and the Institute for Healthcare Improvement.

This winter and spring, the program will exhibit at the following events:

- February 17–19, Denver: National Conference on Education (American Association of School Administrators)
- March 14–15, Cape Canaveral, Florida: Conference on Quality in the Space and Defense Industries
- March 21–24, Chicago: Congress on Healthcare Leadership (American College of Healthcare Executives)
- April 9–11, San Francisco: National School Boards Association Annual Conference
- April 9–12, New Orleans: American Association of Community Colleges Annual Convention
- April 22–25, Orlando, Florida: American Society for Training and Development International Conference and Expo
- May 16–18, Pittsburgh: World Conference on Quality and Improvement (American Society for Quality)
- June 25–26, Indianapolis: Association of Collegiate Business Schools and Programs Conference

We hope to see you at one of these events. For more information, contact [Barbara Fischer](#) (301-975-8942).

NIST/ASQ News

Comings and Goings

Suzana Pastori Weaver, a member of the Baldrige Program's Administrative Support/Electronic Information Team since 2006, left the program in November 2010 for a position at the National Institutes of Health. During her time at the program, she supported a number of projects, including examiner training, the processing of feedback reports, staff travel, and time and attendance. We'll miss Suzana, and we wish her the very best in her new position.

Editor

[Ellen Garshick](#) (301-975-8950)

Contributors

Dawn Bailey, Zara Brunner, Sandra Byrne, Cristin Conner, Barbara Fischer, Harry Hertz, LouAnn Scott

This newsletter is published periodically by the [Baldrige Performance Excellence Program](#).

Update your subscriptions, modify your password or e-mail address, or stop subscriptions at any time on your [Subscriber Preferences Page](#). You will need to use your e-mail address to log in. If you have questions or problems with the subscription service, please contact support@govdelivery.com. Technical questions? Contact inquiries@nist.gov, (301) 975-NIST (6478).

This service is provided to you at no charge by [National Institute of Standards and Technology \(NIST\)](#).