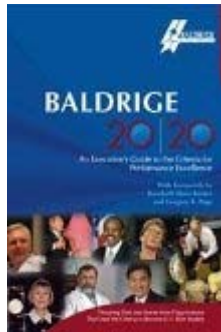


October 2011

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Spread the Word: *Baldrige 20/20* Available Now

The data and stories in [Baldrige 20/20] make a convincing case that use of the Baldrige Criteria can help organizations assess and improve their performance, becoming more sophisticated about how to align all of their processes to achieve desired results.—Rosabeth Moss Kanter, Ernest L. Arbuckle Professor of Business Administration at Harvard Business School and chair and director of the Harvard University Advanced Leadership Initiative

Baldrige 20/20 . . . provides today's executives with practical examples and keen insights on how organizations can stay focused and excel.—Greg Page, chairman and CEO of Cargill, Inc.

In September, the Baldrige Program released [Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence](#). The book shares stories and results from Baldrige Award-winning organizations that have used the Baldrige Criteria to achieve breakthrough performance, innovation, and sustainability.

If you know a senior leader who would benefit from seeing how high-performing organizations received a high return on their investment in using the Criteria to run their businesses, order a printed copy of *Baldrige 20/20* today from [ASQ](#), or [download a free PDF file](#). The examples represent national role models in wide-ranging sectors, including small and large businesses, schools, health care organizations, and local government and military organizations.

We thank the Baldrige Award winners who contributed stories and data to *Baldrige 20/20*.

Budget Update

As you may know, the House and Senate Appropriations Committees have proposed zero funding for the Baldrige Program for fiscal year (FY) 2012. Until both houses of Congress pass a final appropriations bill over the course of the next year and it goes to the President for

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approval, Congress may pass a continuing resolution to fund government programs, as in 2011.

In the meantime, the Baldrige Program, the Baldrige Foundation, and members of our stakeholder community have been doing contingency planning. The foundation is committed to the sustainability of the program, although the current endowment alone could fund the program for only a few years. The foundation officers have stated that they will ensure the completion of the award cycle for all 2011 Baldrige Award applicants, including site visits for those selected by the Panel of Judges in September and the judging process in November. Next, the full foundation board will vote on funding to provide for FY2012 should Congress and the President approve zero federal appropriations for the program.

For more information on the budget, see Baldrige Program Director Harry Hertz's [Blogrige](#) posts of 8/9/11 and 2/18/11.

11 Applicants Receive Site Visits

On September 8, the Judges Panel of the Malcolm Baldrige National Quality Award reviewed data on all 2011 Baldrige Award applicants and selected 11 to move on to Site Visit Review. Of the 69 applicants, this group included

- 1 of the 2 small businesses
- 6 of the 40 in health care
- 1 of the 8 in education
- 3 of the 14 nonprofits

No manufacturing or service organizations received site visits.

The site visits took place October 9-15 for health care organizations and October 16-22 for education organizations, small businesses, and nonprofits. The judges will meet November 14-18 to determine which of these organizations to recommend to U.S. Secretary of Commerce John E. Bryson as 2011 Baldrige Award recipients, and the recipients will be announced shortly after that.

The Baldrige Program sincerely thanks the hundreds of volunteer examiners, senior examiners, and alumni examiners who served as item leads, item backups, team leaders, coaches/mentors, and technical editors—as well as in other roles—during the 2011 award process, as well as those of you who participated in Site Visit Review.

2012 Award Application Reminders

Starting on November 1, the [2012 Baldrige Award Application Forms](#) will be available on the Baldrige Web site.

As a change from previous years, we are asking 2012 Baldrige Award applicant organizations that submit their award application package on paper to send 15 paper copies of the application as well as a printable PDF file of the application on a CD. If your organization receives a site visit, ASQ will use the CD to print additional copies of the application. An additional printing charge will be included in the site visit fee. This change may reduce your cost to print and ship the applications and will eliminate paper waste from unused applications.

In addition, application fees are increasing in 2012. Please refer to the [2012 Baldrige Award Application Forms](#) for the sector-specific application fees.

If you mail your application after May 8, 2012, please submit the application package via overnight delivery.

Following are the due dates for applications for the 2012 Baldrige Award:

- February 28: eligibility certification packages with a nomination to the Board of Examiners
- April 3: all other eligibility certification packages
- May 1: award application packages submitted on CD only
- May 15: award application packages submitted on paper and CD

For other dates related to the 2012 award process, see the [Baldrige Process Calendar](#).

News for Examiners

2012 Examiner Application Opens November 28

The [application](#) for appointment to the 2012 Baldrige Board of Examiners will open Monday, November 28, 2011, at 9:00 a.m. EST and close Thursday, January 13, 2011, at 8:00 p.m. EST. All examiners, including alumni examiners, must reapply each year to be considered for selection to the board.

You will need a new PIN and a password to access the online application—even if you are a returning examiner or have previously applied to serve on the board. By November 28, returning examiners and previous applicants will receive e-mail messages containing new PINs and temporary passwords. Your prior-year PIN and password will not work.

Employer Contributions Policy

Given current funding uncertainties for the Baldrige Program, the Baldrige Foundation will regretfully be unable to reimburse or subsidize travel and lodging costs for attendance at Examiner Preparation at NIST in spring 2012. Fortunately, we expect airline discounts to continue, and we've negotiated good rates at a centralized hotel that will serve as "examiner headquarters" for accommodations and networking. We'll also continue to offer other benefits, including daily transportation between the hotel and NIST, lunch, and the Wednesday night reception/dinner. We're looking into additional cost-saving initiatives to keep training-related expenses to a minimum.

In 2011, nearly half of Baldrige examiners' employers supported the examiners who work for them by covering their time and their training-related travel and lodging costs. If you plan to [apply to the 2012 Board of Examiners](#), please consider telling your employer about this opportunity to be recognized, to contribute to the competitiveness of U.S. organizations, and to realize the significant benefits of having employees who are Baldrige examiners.

Investment in this prestigious professional development program—which has been named among the top ten government leadership development programs by [Leadership Excellence](#) magazine for four consecutive years—brings a return to your employer as well as to you. First, the Baldrige Criteria knowledge you gain from serving on the Board of Examiners can help you identify ways to improve your own organization. In addition, as an examiner, you can call on the expertise of a national network of talented colleagues from all sectors of the economy. And your employer will be recognized on the Baldrige Web site for supporting your training costs.

Here's what employers say about the benefits of having an employee

or senior leader serve on the Board of Examiners.

We were seeing personal growth and development in our employees, especially our senior leaders who are examiners. We were seeing increased confidence, better leadership skills, a major level of excitement and energy, and more engagement in participation in all of our meetings.—Matt Fleming, President, MidwayUSA, Missouri, 2009 Baldrige Award recipient (small business)

The return on investment has been the most powerful training I've ever received as a CEO—just sitting in the same room as examiners every year, and getting that training and trying to understand how people look at things and look at process management. . . . It's the best training I've ever had as a CEO.—Dr. Terry Holliday, former superintendent, Iredell-Statesville Schools, North Carolina, 2008 Baldrige Award recipient (education)

If you need to pay your own way to attend examiner training, please consider the many benefits of being an examiner. We sincerely appreciate your significant contributions of time and effort to support this Presidential award program and its mission to improve the competitiveness and performance of U.S. organizations.

Survey of Baldrige Examiners Reveals Current Perceptions of Performance

Management and non-management personnel across a broad cross-section of U.S. organizations see eye-to-eye on mission, customer focus, and commitment to success but differ significantly in their views on how to best measure quality of work and customer satisfaction.

This is one of the findings from a recent survey asking the nearly 500 members of the 2011 Board of Examiners to assess their own organizations using either the [Are We Making Progress?](#) or the [Are We Making Progress as Leaders?](#) questionnaire. The 173 employees and 294 leaders demonstrated strong agreement in the areas of understanding of the organization's mission, clear identification of the most important customers, and strong commitment to success. The groups' responses also matched up in their perceptions that the organization was not performing well in actively seeking input for long-range planning, using good processes to perform tasks, and removing obstacles in the way of progress.

Areas in which employees and leaders' responses reflected significantly different perceptions include the following:

- Knowing how to measure work quality (78 percent of employees agreed that they did, versus only 51 percent of leaders.)
- Using work quality measures to make improvements (74 percent of employees agreed, versus only 43 percent of leaders.)
- Feeling that customers were satisfied with work performed (85 percent of employees agreed, versus just 69 percent of leaders.)
- Feeling that the boss and the organization cared about employees. This is the one item eliciting a large discrepancy between leaders' and employees' responses, with 84 percent and 69 percent agreeing, respectively.

"The survey results indicate opportunities for better communication between leaders and employees, as well as for improvements in performance measurement and overall organizational performance," said Harry Hertz.

For details, see the complete results for [employees](#) and [leaders](#). Also posted are results from an earlier survey of examiners, which allows comparison and contrast of current and past perceptions of performance.

Now Recruiting Baldrige Fellows



We are now recruiting the [next cohort of Baldrige Executive Fellows](#). Please feel free to refer rising executives who would benefit from a program centered on forming relationships with and learning from Baldrige Award recipients and their senior executives.

First Baldrige Fellows Complete Their Journey

The yearlong program for the inaugural class of the Baldrige Executive Fellows Program came to a successful close at the Kansas City-based Baldrige Regional Conference in mid-September. Each executive fellow presented his or her capstone project at that time. (See the related [Blogrige](#) post.)

Congratulations to the first class of Baldrige Fellows:

- Wayne Foraker, Senior Director, Office of Institutional Assessment, University of Phoenix
- Doug Griffin, Vice President, Global Brand Management and Corporate Marketing, AGCO Corp.
- Donald Haag, Vice President of Mid-West area, Packaging Corporation of America
- Robert Hagans, Executive Vice President and Chief Financial Officer, AARP
- Ziad Haydar, Vice President, Clinical Excellence and Physician Integration, Ascension Health
- John McCarville, Senior Vice President, Global Supply Chain and Information Technology, Griffith Laboratories
- Margaret McGoldrick, Executive Vice President and Chief Operating Officer, Abington Memorial Hospital
- James Metcalf, President and CEO, USG Corp.
- Brad Mitchell, President of Global Logistics and Distribution, UPS
- Monty Pooley, President of North America Retail, Sara Lee Corp.
- John Smith, Global Sourcing and Supply Chain Director, Thermosets, Dow Chemical Co.
- Michael Woronka, CEO, Action Ambulance Service

We sincerely thank those who made the program a success, including

- Baldrige Award recipients Cargill, Inc., Premier Inc., and Ritz-Carlton Hotel Company LLC, which hosted sessions, opening their doors and making their senior executives available to the

fellows

- visiting executives David Spong (formerly of Boeing), Mike W. Murphy (Sharp Healthcare), Sister Mary Jean Ryan (SSM Healthcare), and Paul Worstell (formerly of PRO-TEC Coating Company)
- Bob McGough (DynMcDermott), Horst Schulze (West Paces Hotel Group; formerly of Ritz-Carlton), and Rulon Stacey (Poudre Valley Health System), who shared role-model approaches through virtual meetings and webinars
- Tom Dolan, John Friel, Susan Grant, John Heer, Mike Luker, Rick Norling, Barry Rogstad, Jerry Rose, David Spong, Rulon Stacey, Alan Willits, and Paul Worstell, who served as coaches to the fellows

The Baldrige Program especially appreciates the efforts of Bob Barnett, formerly of Motorola, who served as the Fellows Program's executive-in-residence.

Hold the Date: Baldrige Coming to Southern California

As an upgrade to our Improvement Day events of recent years, we will hold the first of a series of face-to-face events on the road on Friday, November 4, in southern California.

At the event, to be held in cooperation with the California Council for Excellence, you will have an opportunity to engage in conversations on the Baldrige Criteria, Baldrige Program operations, and other subjects with Baldrige staff members and others. The event will be free, and registration information will be made available soon. To be sure you don't miss it, sign up now for [Baldrige Events e-mail updates](#).

2011 Regional Conferences Highlight Award Recipients

More than 400 attendees from all sectors learned about the best practices of current and past Baldrige Award recipients at the 2011 [Baldrige Regional Conferences](#), which were held in Kansas City, Missouri, on September 13, and Birmingham, Alabama, on September 27. The conferences were cosponsored by the Excellence in Missouri Foundation, the Alabama Productivity Center, and the Alliance for Performance Excellence.

Plenary and leadership sessions featured senior leaders of the 2010 award recipients—MEDRAD, Nestlé Purina PetCare Co., Freese and Nichols Inc., K&N Management, Studer Group, Advocate Good Samaritan Hospital, and Montgomery County Public Schools. Concurrent sessions highlighted current and past award recipients, and closing sessions featured Larry Potterfield, CEO of MidwayUSA, a 2009 award recipient, who emphasized that "America needs Baldrige."

Past award recipients participating in the recent conferences included AtlantiCare, Heartland Health, Honeywell FM&T, Iredell-Statesville Schools, Jenks Public Schools, MidwayUSA, North Mississippi Medical Center, Poudre Valley Health System, Premier Inc., PRO-TEC Coating Company, Richland College, Saint Luke's Hospital, Sharp HealthCare, the VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center, the University of Wisconsin–Stout, and the U.S. Army Armament Research, Development and Engineering Center (ARDEC).

State and Local Program News

Coming Soon: No State Left Behind!

The [Alliance for Performance Excellence](#)'s Board of Directors recently approved recommendations to have member programs provide Baldrige-based evaluation, feedback, and recognition services to organizations in states and U.S. territories that have been unrepresented.

Alliance members will expand their services as follows no later than January 1, 2012:

- The Arizona Quality Alliance will serve Nevada.
- The Ohio Partnership for Excellence will serve Indiana and West Virginia.
- The Excellence in Missouri Foundation will serve New Jersey, Delaware, and Rhode Island.
- The Granite State Quality Council and the Vermont Council for Quality will jointly serve Maine.
- MassExcellence will serve New York.
- The Minnesota Council for Quality will serve North Dakota and South Dakota.

Before this initiative, the Colorado Performance Excellence program rebranded itself as Rocky Mountain Performance Excellence to serve the states of Colorado, Montana, and Wyoming. In addition, the United States Senate Productivity and Quality Award for Virginia (Virginia SPQA) program serves both Virginia and the District of Columbia.

A second-round request for proposals to serve the remaining states and territories (i.e., Alaska, Idaho, Mississippi, Oregon, American Samoa, Guam, North Mariana Islands, and Virgin Islands) will extend the Alliance's coverage to organizations in all 56 states and U.S. territories.

Workshop Features Best-Practices Showcase and Recognition Awards

On September 12, attendees from [state and local Baldrige-based programs](#) across the country participated in the 2011 State and Local Quality Awards Workshop, hosted by the Missouri Quality Award program. Highlights included

- Baldrige Program updates from Deputy Director Jeff Lucas
- a recognition award presented to Raina Knox of the Excellence in Missouri Foundation for her support of 2010 Baldrige Award recipient Nestlé Purina PetCare Co.
- a best-practices showcase on the recruitment and utilization of examiners, sponsorships, and the selection of judges for state and local programs
- a report on the proposed collaboration among the Alliance, the Baldrige Program, and The Alternative Board® (TAB), an international membership organization that provides executive development for business owners, presidents, and CEOs. The collaboration would allow state programs to provide services to and attract examiners from local TAB affiliates.

The workshop also offered valuable networking opportunities for participants. Nora Miley, Liz Menzer, and Raina Knox, from the North

Carolina, Wisconsin, and Missouri state programs, respectively, served on the workshop's planning team. For more information on the workshop, contact [Bob Fangmeyer](#).

Baldrige on the Road

The Baldrige Program recently exhibited at the conferences of the following organizations: the Association of Collegiate Business Schools and Programs, the National Black Chamber of Commerce, the American Society of Association Executives and the Center for Association Leadership, the Association of Small Business Development Centers, the National Association of Healthcare Quality, and the American Health Care Association.

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

- October 24-28, Dallas: the Association for Manufacturing Excellence International Conference
- October 30-November 2, Baltimore: the Organization Development Network
- December 4-7, Orlando: the Institute for Healthcare Improvement National Forum on Quality Improvement in Health Care
- February 16-19, Houston: the American Association of School Administrators 2012 National Conference on Education

We will also be presenting at some of these venues. We hope to see you at one of these events. For more information, contact [Barbara Fischer](#).

Thanks to Our Examiner Ambassadors

With the 2011 award process soon wrapping up, we know that more members of the Baldrige community will be presenting on behalf of the enterprise. Whenever you conduct outreach for the program by giving a presentation, using our portable exhibit, or using other program materials to support the Baldrige mission of improving the competitiveness and performance of U.S. organizations, please let us know by [e-mail](#) or fax (301-948-3716) so we can acknowledge your efforts.

We thank the following members of the Baldrige community for their outreach efforts on behalf of the program: Sue Alexander, Robert Bitner, Paul Grizzell, Brian Lassiter, Christopher Laxton, Kay Kendall, Ronald Kincer, Karen Shepard, Frank Toda, Linda Vincent, and John Vinyard.



Health Care Criteria Visit Singapore

Baldrige examiner Lori Kirkland explores the Little India section of Singapore with the Health Care Criteria close at hand. Photo contributed by examiner Paul Steel.

We know you're out there. You're traveling the world and happen to have a Baldrige Criteria booklet in your bag. So when you take the Criteria booklet to the pyramids of Giza or another interesting place, have someone snap a photo, and send it to [Bob Fangmeyer](#) for the next issue of *Update*.

Comings and Goings

Susan Kalbach, a member of the Workforce Development Team since 2008, left the Baldrige Program in September 2011 for a position at the National Oceanic and Atmospheric Administration. During her time at the program, Susan led and supported a variety of projects, including examiner training and development and the examiner application process. Susan demonstrated a particular focus on the needs of new examiners; she oversaw their welcome to the board and supported their continued learning with enthusiasm and great care. We'll miss Susan, and we wish her the very best in her new position.



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