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## THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

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*“Enhancing the Growth and Sustainability of Baldrige Focused Programs”*

[www.baldrigepe.org](http://www.baldrigepe.org)



July, 2012

### A Message from the Chairman

Brian Lassiter, Chair

Alliance for Performance Excellence (Minnesota)

Hello state/local directors and stakeholders of the Alliance:

“The only constant is change, continuing change, inevitable change; that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be.” That quote was recited by Isaac Asimov in the 1980s (and an earlier version by Heraclitus, a Greek philosopher in about 500 BC). I’m sure neither of them could comprehend the acceleration of social, technological, economic, and political change the world would experience some 2500 (or even 30) years later.

Today, all state and local programs of the Alliance are faced with the necessity – and the opportunity – of making meaningful change to our system. Today, we need to consider making changes that will address the unprecedented challenges facing us individually and collectively as a system of state and local programs. Today, we need to consider making changes that will capitalize on the immense opportunity that comes with creating a more integrated Baldrige Enterprise with our partners in the national program, the Baldrige Foundation, and ASQ.

The case for our action is obvious. The elimination of federal appropriation late last year for the Baldrige Program has created the need to build a business model that sustains the mission of advancing and recognizing performance excellence in the US into the future. The role of the state and local programs in this transformation is clear: with a combined budget of nearly \$10 million, a total examiner base of nearly 2500, and well over 1300 annual applicants, we are the foundation of the US’s efforts to promote performance excellence within our businesses, our hospitals, our schools, and our nonprofits. And we are critical to the creation and successful deployment of a new business model for the emerging Baldrige Enterprise.

But we have our work cut out for ourselves. With our combined scale and importance comes responsibility – responsibility to elevate ALL programs to a certain standard of performance; responsibility to ensure consistency across the US, so that any organization in any state can receive similar (yet not the same) support on their journey to excellence. Today, our greatest strength may be our greatest weakness: the autonomy of 33 independent state and local programs has created an environment for innovation, creativity, and market responsiveness. But it has also created inconsistencies, fragmentation, and redundancy – waste and variability in the system, two words that should cause concern for any quality professional!

So, while my request today is not new, I hope it is received with a different perspective – one that recognizes the challenges of integrating a currently-disaggregated system of state, local, regional, and national programs, while maintaining the advantages that came from operating as independent enterprises, and while appreciating the opportunities that a new model brings to us all.

I’m asking each one of you to attend a two-day summit September 26-27 in Scottsdale, right before the Sept 28 Baldrige Regional Conference. The goals of this “September Summit” are two-fold:

- to continue to improve trust, deepen relationships, and enhance communications within the Alliance, and
- to roll up our sleeves and continue to work on designing the parts of the Baldrige Enterprise that state programs need to design, which includes setting standards across our programs.

## Message from the Chairman

A planning team is designing an agenda that will help us accomplish our goals; more information will be communicated in the coming weeks. Expect that the agenda will allow time for some professional development (we are considering a module or two on change management, which will benefit each of us in our work “back home” within our programs, as well as our work together to form the Baldrige Enterprise), some intentional “down time” for reflection and relationship building (imagine this as an executive retreat, inclusive of some fun and some time for thinking and contemplation), and some concentrated time for intense discussion on some of the fundamental issues on which we need to build consensus.



Please plan on attending this critical discussion. I know budgets and time are both constrained, and to help facilitate high attendance, the Alliance will reimburse up to \$400 for each program (and each Alliance board member) that needs support to help defray the cost. Also, given the dynamic and interactive nature of this summit, teleconferencing is really not an option. For those of you who are unable to participate in person, we will provide daily electronic updates as well as a summary overview of summit discussion and actions. But we really need 100% attendance – or at least very high attendance – to make the discussion productive. So please hold the time and plan to attend.

I'll leave you with two quotes from this summer's issue of *The Quality Management Forum*. The first one, I think illustrates how critical our work this September (and indeed for the next few years) is, as we create together a sustainable Baldrige Enterprise that benefits each of our programs individually as well as the system collectively:

“Change is often critical to the survival and sustainability of an organization. In a world of constant and rapid change, change management becomes more than a useful skill, but a survival tactic.”

And the second is a quote from one of the authors of the seminal 1994 book *Flight of the Buffalo*. James Belasco says: “Change is hard because people overestimate the value of what they have – and underestimate the value of what they may gain by giving that up.” It is true that each of our programs will have to compromise a little as we shape this new Enterprise. But, it is also true that all of our programs will benefit from the strength – the potential for greater fundraising, the combined resources, the increased market awareness, the increased consistency and reduced variability and waste – of the new Baldrige Enterprise. I look forward to working with you all on this critical work in September.

Brian Lassiter  
Chair, Alliance for Performance Excellence (Minnesota)

***“Enhancing the Growth and Sustainability of Baldrige Focused Programs”***

[www.baldrigepe.org](http://www.baldrigepe.org)

## Baldrige Regional Conferences

We need your help promoting the upcoming Regional Conferences! As we have done in the past, we will offer one complimentary Regional Conference registration to those state and local quality award programs that help us promote the event.

For more information contact Scott Kurtz at [scott.kurtz@nist.gov](mailto:scott.kurtz@nist.gov)

The conferences, which will each showcase the best practices of current and past Baldrige Award recipients, will be held:



**September 14** — Des Moines, IA  
Embassy Suites Hotel on the River

**September 28** — Scottsdale, AZ  
DoubleTree Resort by Hilton Paradise Valley

**Come, learn, network, and engage in a day dedicated to improving your organization's performance and take part in:**

- an in-depth plenary session featuring senior executives from the [2011 Baldrige Award recipients](#).
- 18 interactive management sessions to choose from, featuring current or former recipients presenting on topics of interest to today's managers and leaders.
- a closing session featuring the President of a Baldrige Award winner. Alan Willits, President, Cargill Corn Milling will speak in Des Moines; Kay Eggleston, President, Richland College will speak in Scottsdale.
- an optional Pre-Conference Workshop for Baldrige beginners presented by an executive from a Baldrige Award recipient organization is available the day before each conference.

Join us as we [celebrate our 25<sup>th</sup> Anniversary](#) & [build an even better future!](#) To learn more, visit the [Regional Conferences page](#).

The conferences are co-sponsored by: [Arizona Quality Alliance](#), [Iowa Quality Center](#), & [Alliance for Performance Excellence](#).

[Sponsorship opportunities](#) are available. Additional questions? Contact Baldrige representatives at 301-975-2036 or at [baldrige@nist.gov](mailto:baldrige@nist.gov).

## The Baldrige Enterprise: Driving Excellence Across the United States

*Submitted by Enterprise Marketing, Promotion, and Communications Team led by Katie Rawls*

The Enterprise Marketing, Promotion, and Communications Team has created some helpful resources to update your stakeholders and other key audiences on the state of the Baldrige Enterprise. One of these is a high-level PowerPoint presentation. Download the presentation from the Baldrige Program Web site under the subhead "The Baldrige Enterprise Creates Value for Organizations and the Economy" and click on the link *State of the Baldrige Enterprise* (<http://www.nist.gov/baldrige/transition/index.cfm>).

The presentation spreads a consistent message of news and awareness, and helps highlight your individual program, with sample state program ROI slides that can be customized to show the impact Baldrige has on your community.

### **Where to Use?**

- Updates to ASQ sections and subsections
- Presentations to chambers of commerce, boards of directors, business professionals, and organizations interested in the Criteria
- Presentations at conferences and trade associations
- Presentations for college and university business courses

This presentation was recently shared by a state program director to MBA students at Regis University and was very well received.

**Other resources to promote the Enterprise include:**

**Talking points/Testimonials** on how the Baldrige model can be used to build a better future are now available on the Baldrige Web site: (<http://www.nist.gov/baldrige/25th/index.cfm>; found in the right-hand column).

Many Baldrige alumni have agreed to share their contact information with Enterprise partners for **Baldrige-related assignments** (e.g., public relations, examiner assessments at the state level, presentations to ASQ sections, and other external support). Contact [dawn.bailey@nist.gov](mailto:dawn.bailey@nist.gov) for more information and if you have suggestions on how to spread the word about the Baldrige Enterprise.

**Baldrige Enterprise:** The ***Enterprise Marketing, Promotion, and Communication Team*** is soliciting input as we develop messaging to share for outreach campaigns to potential applicants who are unaware or have become inactive users of the Baldrige model. We need your help. **Please share the top two outreach messages and the method of communicating them** that you feel have been most successful for both the unaware and the inactive users. If you have multiple effective methods, feel free to share them all. We would appreciate your response and look forward to hearing from everyone, simply email Kim Griffiths at [kagriff.kg@gmail.com](mailto:kagriff.kg@gmail.com).

## Alliance for Performance Excellence

### Upcoming Dates

**Leadership Committee Meeting** .....2nd Thursday of every month, 3-5:00 PM Central Time  
(August 9, Oct. 11, November 8, & Dec. 13, 2012)

**Yearly Board Meetings** .....January, April (Quest), July (call), September (Regional Conference)

**Upcoming Board Meetings** ..... September 27, 2012; 3–5:00 PM Pacific Time in Scottsdale, AZ

### Alliance September Summit

*Save the Date!*

The Alliance will be hosting a 2 full-day meeting on Wednesday and Thursday, September 26-27 immediately prior to the Regional Conference in Scottsdale, AZ on Friday, September 28<sup>th</sup>. The agenda will include rolling up our sleeves and begin/continue/accelerate the design work of the Enterprise including the standardization of Award Tier Levels, Examiner Training and Fundraising/Revenue generation. Also on the agenda will be to improve the relationships and communication between state/local programs with some professional development on Change Management. There will be up to \$400 in reimbursements available (per program) from the Alliance for state representatives to participate. - - - Mark your calendar!

### Governance Committee

*Submitted by Lynn Tomaszewski*

The current activities of the Governance Committee have focused on the election for Board members. There are up to eight positions that can be elected this year. The Nominating Committee has received eight nominations to date for these positions – five nominations are from member organizations and three are for at-large positions.

Nominations should be submitted to the Nominating Committee, [ltomaszewski@texas-quality.org](mailto:ltomaszewski@texas-quality.org) and [raina.knox@excellenceinmo.org](mailto:raina.knox@excellenceinmo.org) by July 24. Vetting of the nominees will be conducted from July 23 through August 9. The final ballot will be circulated on August 10 with a voting deadline of August 27.

## The Baldrige Resource Library: Something for Everyone

*Submitted by Joe Musikowski*

When it comes to your improvement journey, no matter what you needs or interest, the free Baldrige Resource Library (BRL), has something that can help. As you would expect, the Library includes hundreds of articles and references pertaining the each of the seven categories of the Baldrige criteria. But the extent of its capabilities extends well beyond that.



Applicants at all levels and stages can find useful guidance, whether it's for how to get started in using the Baldrige criteria, tips for writing an application or ways to effectively interpret and use their feedback report.

In addition, the Library contains numerous other articles, links and references including:

- Over 400 articles and references relating to various improvement tools and methodologies, including Lean, Six Sigma and PDCA.
- Hundreds of relevant articles for educators, both in K-12 as well as higher education.
- A broad range of articles for health care professionals, both in the hospital setting, as well as in individual practice, nursing homes, and hospices.
- Dozens of articles and references in industries and sectors as varied as manufacturing, transportation, retail, finance, food service and public administration.

The Library has easy search capabilities, either by industry, subject area or keywords, and the articles can be sorted by relevance. Its content is expanding constantly. Users also can contribute to the library by uploading articles of their own or links to other relevant sites. A one-time registration will open up this stockpile of valuable information. Visit the BRL at <http://www.baldrigepe.org/brl/main.aspx> to see how this free resource can be of value to your organization.

## Teleconference Scheduled

*with Harry Hertz*

**Date:** Tuesday, August 14, 2012

**Time:** 3–4:30 pm EDT

**Agenda:**

- Any parking lot issues from national examiner training
- Baldrige Enterprise update from his perspective
- Any information on 2013-2014 Criteria revisions

**Pass Code / Participant Code:** 5283133

**DIAL-IN:** 866-244-1377 [This Dial-in number WILL accommodate calls from International locations]

**ALTERNATE DIAL-IN [FOR CALLS ORIGINATING IN THE US]:**  
847-413-3722

**PLEASE NOTE:** This year all conference lines have been set up to accommodate calls from international locations. If you are unable to access the call via the toll-free dial-in line given above - please locate the Alternate International Dial in number for the country you are calling from.

### **TO ACCESS THE CALL:**

- Begin by dialing the toll-free number.
- Follow the prompts that the automated system gives you.
- First, you will be asked to enter the pass code, followed by the # sign.
- Next the system will ask, "If you are the host/moderator, please press the star key." This only applies to the moderator.
- Until the moderator joins the call, participants will not be able to talk with each other; they will be on hold, listening to music.

## Arkansas

*Submitted by Sue Weather*

The Arkansas program has gone through several name changes since its creation. Named the Arkansas Quality Award at its inception in 1995, the Board of Directors changed the name to the Arkansas Institute for Performance Excellence with the vision of adding program services in 2003. In 2006, the program began doing business as the Governor's Quality Award.

With the help of its current Advisory Board and Board of Directors and a state program grant made available by NIST and the Alliance in 2011, a strategic plan was developed that makes the original goal of the Arkansas Institute for Performance Excellence a reality. Beginning August 1, the Arkansas Institute for Performance Excellence will provide training and consultation services. The Governor's Quality Award Program, which will provide all services involving award application, training and assessment, will be administered by the Arkansas Institute for Performance Excellence.

The restructuring will differentiate the services provided to organizations whose performance improvement journey includes award recognition and those whose journey for performance improvement does not. All training will focus on the seven categories of the Criteria for Performance Excellence: Leadership; Strategic Planning; Customer Focus; Measurement, Analysis and Knowledge Management; Workforce Focus; Operations Focus and Results.

## Arizona

*Submitted by Karen Shepard, Executive Director*

Our Performance Excellence Program is well underway, and we are pleased to have had a high rate of applications this year. We received 17 intent-to-apply and 14 submitted applications for our lower-level Showcase in Excellence Award and 3 intent-to-apply and 2 submitted applications for our highest-level State Quality Award. We also have 50+ examiners and mentors to take on the high number of applications. It has been a robust program year!

Our AQA/Intel Mentoring and Planning Services (MAPS) program was also a success this year. We received 9 applications from 8 organizations, all of which were accepted. Intel has been so pleased with this partnership that they are looking to expand it into other states where they have plants. This is a very exciting development, and AQA is working closely with Intel representatives to help them launch this program on a more national scale. This year's projects are:

- Arizona Department of Administration/Government Transformation Office - "Leading participating state agencies through a structured approach to defining a problem, mapping a process, collecting process data, developing solutions, and measuring improvement."
- East Valley Institute of Technology (EVIT) - "Developing a plan of action to address the problem of some school counselors discouraging students from pursuing a career skill"
- East Valley Institute of Technology (EVIT) - "The exploration of an ASU/ Intel/ EVIT college prep class in engineering or quality management"
- Gilbert Fire Department - "Developing a long-term sustainment and development plan of the Electronic Patient Care Report (EPCR) software application"
- Fresh Start Women's Foundation - "Evaluating Fresh Start's current measurement tools and help the staff create one tool that will efficiently evaluate all services"
- Mesa Police Department - "Identifying those things which are important to our employees"
- Extended Campuses of Northern Arizona University - "Unifying practices and capturing data surrounding outreach to the communities and constituents/influencers served"
- Southwest College of Naturopathic Medicine & Health Sciences - "Implementing data mining technologies to help control costs and improve the efficacy of patient care"
- Sonoran Schools - "Making our organization's SYSTEM/CULTURE better & align with current best practices"

### **21st Annual Sterling Conference, Sterling: The Next Generation, May 28-31, 2013 (Orlando, Florida)**

We are already gearing up for the 2013 Sterling Conference being held at the JW Marriott Orlando Grande Lakes. In fact, if you register and pay by **August 1, 2012**, Alliance Members will save \$300 off the standard registration cost. If you are unable to make this deadline we are offering additional discounts to Alliance Members. Please spread the word as we continue to journey into our 21st year of facilitating performance excellence.

Please also mark your calendar for these special event days that are part of the Conference:

- Florida's Education Summit- May 28, 2013
- Florida's Healthcare Symposium-May 28, 2013
- Florida's STEM Manufacturing and Education Forum-May 30, 2013

For additional information and to register for the conference, please access the link below.

<http://www.floridasterling.com/annual-conference-overview.php>

### **Lean Six Sigma Manufacturing Workshops (Tallahassee)**

Learn how to eliminate waste inherent in traditional manufacturing and assembly environments, and gain an advantage over competitors and improve your bottom line performance.

#### **Team-Based Lean Manufacturing 101**

- October 5-6, 2012

#### **Define, Measure, Analyze, Improve, and Control (DMAIC) 101**

- November 2-3, 2012

For additional information and to register, please access the following link: <http://www.floridasterling.com/training-development-schedule.php#tallahassee>

### **2012 Governor's Sterling Great Practice Showcases**

The 2012 Governor's Sterling Award & Sustained Excellence Award recipients will share their experiences and the benefits of using the Sterling Management System. They will also provide you with some insight for your own journey to excellence. Each event is specifically designed to celebrate these organizations' accomplishments and provide guidance in your organization's pursuit of continuous improvement. This is an outstanding learning opportunity. Please share this information with your colleagues and business contacts. Below is a listing of the organizations and dates that remain for these events.

- Florida Hospital Memorial Medical Center (Daytona Beach, FL)- Wednesday, October 3, 2012
- Tropic Isles Elementary School (Fort Myers, FL)- Monday, October 15, 2012
- Miami-Dade County Health Department (Miami, FL)- Wednesday, February 20, 2013

#### **How Do You Attend?**

Great Practice Showcases are open to the public, but there is a limited amount of space per event (some require a minor fee). Agendas and registration forms can be downloaded by clicking below on the Award Recipient Link: <http://www.floridasterling.com/calender-of-events.php#showcase>



## Massachusetts—now Partners in Performance Excellence (Massachusetts & New York)

*Submitted by Diane Schmalensee, Board Chair & Dick Eppig, Executive Director*

### **HUGE NEWS! NEW NAME. NEW MISSION.**

About six months ago, MassExcellence won the right to represent the Baldrige Performance Excellence Program in New York State as well as in Massachusetts. Not only was this a great honor, it also stimulated us to re-think our name, our logo, our website and our value proposition, or “elevator pitch”.

We are now officially Partners in Performance Excellence. Our URL is [www.partnersinperformanceexcellence.org](http://www.partnersinperformanceexcellence.org) or [www.partnerspex.org](http://www.partnerspex.org) for short, but you will still be able to reach us through [www.massexcellence.org](http://www.massexcellence.org). The website re-design should be completed this summer.

Our new value proposition describes how we can be a “Catalyst for Success”.

In this world of intense competition, **Partners in Performance Excellence** can help you achieve sustained success. Building on the proven and comprehensive Baldrige-based principles for excellence, we deliver expert feedback on where you are, where you need to be and how to integrate all your improvement activities to accelerate your progress from good to great.

### **NY and MA ORGANIZATIONS APPLY FOR 2012 PARTNERS IN PERFORMANCE EXCELLENCE AWARD**

Organizations from both New York and Massachusetts have applied for the 2012 Partners in Performance Excellence Award. Our examiners are from Massachusetts, New York, Connecticut and New Hampshire, with about one-third from New York State.

### **SAVE THE DATE: OCTOBER 31-NOVEMBER 2, 2012 – OUR ANNUAL “GATHERING OF CHAMPIONS” CONFERENCE AND RECOGNITION OF AWARD WINNERS!**

Partners in Performance Excellence is planning a major conference this fall that will feature five Baldrige Award winners, Harry Hertz, plus the CEO’s and top officers of our 2012 Award winners. This will be an unequalled opportunity to hear in detail from the very best speakers how they have taken their organizations to lasting success. The conference will be held in Boston at the Omni Parker House Hotel and will be preceded by two hands-on workshops. It also will feature a gala awards dinner on November 1 where attendees can bring guests. Save the date and stay tuned for more details.



is now



## Mid-South Quality/Productivity Center (MSQPC)

*Submitted by Donald C. Fisher, Ph.D.*



### **MSQPC’S DONALD C. FISHER, Ph.D. SELECTED TO SERVE AS NATIONAL JUDGE FOR THE SECRETARY OF VETERANS AFFAIRS “ROBERT W. CAREY PERFORMANCE EXCELLENCE AWARDS”**

Memphis, Tenn.—Donald C. Fisher, Ph.D., the Executive Director and CEO of the Mid-South Quality/Productivity Center (MSQPC), was selected to be one of six national judges for the Secretary of Veterans Affairs “Robert W. Carey Performance Excellence Awards.” This award recognizes “best practices” of Veteran Administration (VA) hospitals nationally.

The Robert W. Carey Performance Excellence Awards recognize organizations within the Department of Veteran Affairs that implemented management approaches resulting in sustained high levels of performance and service to veterans.

These awards are named in honor of Robert W. Carey, a publicly recognized VA quality leader and champion for excellence in the federal government. The foundation for the awards is the Baldrige Criteria for Performance Excellence.

Dr. Fisher, the author of 10 books on Baldrige Assessments, has served as a judge for many quality awards including the President’s Quality Awards and the Secretary of the Air Force Quality Awards.

The Robert W. Carey Awards Ceremony will take place December 7, 2012 in Washington D.C.

**“Staying Power: Sustainability in an Ever-changing Market” by Hannah Sayle  
for MSQPC’s *Memphis Crossroads* Magazine**

Donald Fisher, Ph.D.—Executive Director/CEO of the Mid-South Quality Productivity Center (housed in the Greater Memphis Chamber offices)—wrote a book on corporate sustainability entitled: *Corporate Sustainability Planning Assessment Guide (A Comprehensive Organizational Assessment)*, which includes a Global Reporting Initiative (GRI) Index. The book has been published by the American Society for Quality (ASQ) Press. His template for maximizing an organization’s economic, environmental, and social sustainability has been used by organizations like Methodist Le Bonheur Healthcare, the City of Germantown, and most recently, the Tulsa City-County Library. *Memphis Crossroads* contributor, Hannah Sayle, sat down with Dr. Fisher to learn more about corporate sustainability and how his most recent project panned out.

**When people hear the word “sustainability,” they think only of environmental concerns. How do you define sustainability?**

Sustainability is just simply that you keep your organization open for the next generation of customers and employees to do business. The question is: Are you going to be open for the next 10, 20, or 100 years?

**You talk a lot about the “triple bottom line.” What is that?**

I look at an organization’s economic or financial issues, I look at their environmental or risk management issues, and I look at their social or community outreach issues.

**How did you get involved with the Tulsa City-County Library?**

They wanted me to come out and talk to them about corporate sustainability and how it would apply to a major library system, which is part of city government, a major outlay of their expenses, and so how sustainable are their practices? We narrowed it down to the top seven sustainable practices that Tulsa City-County Library needs to do to really grow their market share.

**What is an example of one of those sustainable practices?**

One thing they’ve got to do is involve more levels of employees to understand financial and strategic data. The executive management and their managers had a real understanding of how to understand financial and strategic data, but when you got below that level there was illiteracy. So they couldn’t really help the organization with cost-saving initiatives.

**What unique sustainability challenges did you find in the Tulsa City and County Library?**

The way we know libraries now is not what they will look like in five years because of changes in technology. Strategically, they may be chasing the wrong rabbits. They need to reach higher than just being a library system and look at themselves from a university perspective. They need to have a paradigm shift as to who they could be.

**How would that paradigm shift play out?**

A learning institution looks at how to use technology and new ways of doing things, and so you benchmark differently. All of the documents and interviews suggested that the [Tulsa City-County Library] is the learning core for that whole region of Oklahoma. When you’re looking at being a learning institution, you start benchmarking beyond other library systems, looking at groups like Amazon and Barnes and Noble and Apple. How are they helping people learn better and faster?

**What is next for you?**

We’re looking at working with vendor networks. My philosophy is that your vendors need to be connected with your sustainable practices for you to be sustainable. If you don’t involve the vendor network, that reduces your sustainability. Wal-Mart does this with their vendors — they require them to have a corporate sustainability plan. So we’re going to help vendors come up with their own sustainability plan.

To find out more about the Quality Center, visit [www.msqpc.com](http://www.msqpc.com).

## Minnesota Council for Quality Changes Name to Performance Excellence Network

*The Network Expands Footprint into the Dakotas and Celebrates its 25<sup>th</sup> Anniversary*

MINNEAPOLIS, July 2, 2012 – The Minnesota Council for Quality announced that it changed its name to the Performance Excellence Network as part of its expansion strategy into the Dakotas and 25<sup>th</sup> anniversary.

“We were compelled to change our name for several reasons,” said Kevin Bjork, chair of the Performance Excellence Network’s board of directors, and vice president of global quality at Emerson Process Management in Eden Prairie. “For one, we now serve organizations and communities in both North and South Dakota, and we needed a brand that resonated with members in the three-state region.”

Brian Lassiter, president of the Performance Excellence Network added: “The word ‘quality,’ while appropriate in the late 80s and early 90s, is too focused given our mission. Quality usually implies product, service, or process performance. While all of those are foundational and important, our mission really is on advancing enterprise-wide change and improvement. So ‘performance excellence’ is a more accurate description of what we help organizations do.”

The name was revealed at the organization’s annual conference and celebration in St. Paul, attended by nearly 400 leaders and professionals from Minnesota and the Dakotas.

Lassiter continued: “We are a strong and growing community of dedicated leaders and professionals, completely committed to excellence, performance improvement, and innovation. Our work involves a great deal of facilitating the sharing of best practices and resources across organizations, so that businesses, schools, healthcare organizations, and nonprofits can benefit from the good ideas of other organizations. Being labeled a ‘network’ better captures the essence of that part of our mission.”

With the name change also came a new logo, which, according to Lassiter, depicts how the Performance Excellence Network helps organizations progress forward: “The four building blocks in the logo capture our goal of helping organizations achieve higher results. The infinity diagram embedded in the four blocks indicates the constancy of purpose required to achieve and sustain high performance results for the long term. This journey toward excellence has a start, but not an ending.”



Performance • Excellence • Network  
A Catalyst for Success for 25 Years

The Minnesota Council for Quality was originally founded in 1987 by the Minnesota legislature and Governor Rudy Perpich, and was spun off into a private 501(c)3 nonprofit two years later. The Performance Excellence Network advances improvement and performance excellence within organizations, individuals and communities. It helps leaders identify strengths and improvement opportunities, and it builds networks that bring information, resources, knowledge, and best practices to organizations desiring to improve.

The Performance Excellence Network conducts organizational assessments based on the Baldrige *Criteria for Performance Excellence* (which is the foundation of the Minnesota, South Dakota, and North Dakota Performance Excellence Awards), hosts knowledge-sharing forums across the three states, administers an online Consultant Referral Network, facilitates peer problem-solving Roundtables, and collaborates with other nonprofits that focus on improvement.

## The Partnership for Excellence (Ohio, Indiana & West Virginia)

Submitted by Al Faber, President & CEO

### The Partnership for Excellence Honors 2012 Award Recipients

The Partnership for Excellence recently named seven high-performing organizations as recipients of the 2012 Awards for Excellence, Ohio, Indiana & West Virginia's highest honor for performance excellence through innovation, improvement and visionary leadership.

The 2012 Award recipients - listed by award - are:

- **Citizens Energy Group**, Indianapolis, IN (Platinum, Governor's Award for Excellence)
- **ProMedica Flower Hospital**, Sylvania, OH (Platinum, Governor's Award for Excellence)
- **Battelle Production & Field Support**, Dublin, OH (Silver, Commitment to Excellence)
- **Good Samaritan Hospital, Vincennes**, IN (Silver, Commitment to Excellence)
- **The Christ Hospital**, Cincinnati, OH (Silver, Commitment to Excellence)
- **Westfield Washington Schools**, Westfield, IN (Silver, Commitment to Excellence)
- **Working Well**, Michigan City, IN (Bronze, Pledge to Excellence)

### The Partnership for Excellence 2012 Quest for Success Conference

This year's conference is an unprecedented opportunity for learning and networking with leaders who represent healthcare, business, education, and government/non-profit sectors across Ohio, Indiana, and West Virginia.

Larry Potterfield, Founder and CEO of MidwayUSA will open this year's conference with a compelling keynote address "*America Needs Baldrige!*", followed by a break-out session on strategic planning. Additional keynote presentations will be made by TPE's Platinum Award Winners - Citizens Energy Group and ProMedica Flower Hospital. The conference will provide numerous opportunities to learn about role model best practices, share ideas with colleagues, and benchmark world-class results. We will also recognize the achievements of all our 2012 TPE Award Winners during the banquet on Monday night.

2011 MBNQA Winners presenting at the conference include: Schneck Medical Center, Seymour, IN; Henry Ford Health System, Detroit, MI; and Concordia Publishing House, St. Louis, MO. Other presentations and workshops will feature former and current TPE Award Winners and Performance Excellence Professionals who will provide clear "take-aways" for you to implement new processes and strengthen the management practices in your organization.

The conference hotel is also located within walking distance of Polaris Fashion Place, Ohio's premier shopping, dining, and entertainment complex. On Sunday night TPE will host a reception in honor of Schneck Medical Center, a 2011 MBNQA Winner from our region. Join us in celebrating their achievement and meet the leaders of this world-class organization. TPE will also sponsor a "silent auction" full of interesting and exciting artwork, sports equipment, and memorabilia.

Discounted room reservations can be made online at the Polaris Hilton website. This year's conference will also feature our Annual Golf Classic. The event will begin at 12:00 PM Sunday, September 9 with lunch and includes 18 holes of golf, cart, and numerous prizes all for only \$125.00 per person. The Classic will be held at Winding Hollow, an Arthur Hills designed course located in New Albany, Ohio just minutes from the conference hotel. Winding Hollow has been called "the best public course in Ohio." Register for the Golf Classic on your conference registration form today!

For more information on the conference go to: [www.thepartnershipforexcellence.org](http://www.thepartnershipforexcellence.org).

## **The Partnership for Excellence Quarterly Webinar Series**

TPE will host its next Quarterly Webinar on August 9, 2012 from 2:00 to 3:30 PM. Our learning component for this quarter is: Strategic Planning and Communication. Listen as Jeff Wendorf, Superintendent & Casey Mackert, Director of Performance and Public Relations at Lake Local Schools discuss their communication strategy which is driven by strategic planning and customer focus. This in-depth look will give listeners great benchmarking ideas from a seasoned Baldrige organization. Lake Local has been ranked "Excellent with Distinction" by the Ohio Department of Education for six consecutive years, and also named a "Best Organization for Learning!" Jeff has been with Lake Local Schools since 1998 and Casey has served as a National Alumni Examiner, Facilitator, and Author.

Following the presentation, there will be an update on the Baldrige Enterprise Transformation, and new information on TPE's Calendar of upcoming events for 2012-2013.

This will be an exciting and interactive session with an opportunity to learn from the very best from across our region. This Webinar is free, and you may also dial-in by phone to connect to the audio portion of the presentation.

To Register for this free Webinar follow this link: <https://www3.gotomeeting.com/register/958487982>.

## **Join The Partnership for Excellence Board of Examiners!**

### **WHAT IS AN EXAMINER?**

The Board of Examiners is composed of volunteers who are trained in and use the Criteria for Performance Excellence to assess organizations that apply to the TPE award program. Examiners include volunteers from all sectors and geographical locations in Ohio, Indiana, and West Virginia. Examiners develop both passion and aptitude for performance excellence and improvement through training and networking with others and through their own examiner experience.

The "typical" examiner applicant seeks a challenge and has a desire to grow both personally and professionally. Most importantly, examiners understand the key role they can play in making our communities a better place to live and work by helping businesses and organizations run better, smarter, and more efficiently.

### **WHY BECOME AN EXAMINER?**

Serving on the Board of Examiners offers tremendous growth and is an intense learning opportunity. Examiners enjoy ...

- Formal classroom training in the Baldrige Criteria for Performance Excellence
- Networking with professionals from all sectors
- Seeing best practices in action first-hand
- Developing leadership, consensus, and team skills
- Benchmarking with world-class organizations
- Gaining hands-on experience that can increase their value to their employer

The hours you spend during independent review, preparing for your site visit and contributing to our most valued product, the "feedback report" showcases TPE's commitment to performance excellence. It is exciting to know that people like you truly embody our mission, "To cultivate performance excellence and continuous improvement among business, education, government, healthcare, and non-profit organizations based."

**Examiner applications are due by September 14, 2012.**

## TENNESSEE

Submitted by Michelle Mowery Johnson, Communications Manager for TNCPE

The Tennessee Center for Performance Excellence has created a mentor program for new examiners to receive feedback on their pre-work assignment prior to the three-day training course. This program is a TNCPE cycle of improvement, coming directly from our 2011 examiner training feedback surveys.

The mentor program was a huge success, with 20 experienced examiners working with 22 new examiners. The mentors reviewed sections of the new examiners' pre-work using *Scorebook Navigator™*, offering suggestions and positive reinforcement. Here's a sample:

*I noticed you had identified only 3 factors for P.2a. You might consider a factor that consolidates the key industry changes the applicant mentions.*

*Your + / - comments in the ADLI section matches appropriately with your scoring - you've got that pegged.*

*I really think you've captured some very critical factors for Tillingate - great work! You may find that grouping some similar factors together makes it easier to whittle down your total list at the end, but that's just a suggestion.*

In addition to helping free up staff time, the mentors really seemed to enjoy this opportunity. It was a great way to engage them!

To learn more about the TNCPE Mentor Program and receive sample e-mails and learnings, please contact Michelle Mowery Johnson ([michelle.moweryjohnson@tncpe.org](mailto:michelle.moweryjohnson@tncpe.org)).

## Vermont

Submitted by Laurie Emerson, Vermont Council for Quality

### ONLINE ALTERNATIVE ASSESSMENT - BALDRIGE EXPRESS

Organizations that are beginning their journey look for support from the Alliance and S&L Programs on how to get started. Many organizations do not have the resources necessary to begin writing their first narrative application – even at the item-level. Since 1997, the National Council for Performance Excellence (NCPE) has provided an alternative online assessment option to partnering S&L Programs.

#### **Organizational Benefits:**

- Great entry point to organizational self-assessment with an easy, quick approach
- Alternative approach for those who do not have access to the resources to complete a narrative application
- Assess multiple locations, levels, departments by establishing demographic values
- Available online 24/7
- Introduces the Criteria to participants involved in the process
- Involve a cross section of staff in the assessment process to get internal feedback
- Receive a comprehensive Feedback Report within **three days** upon completing the assessment
- Receive valuable benchmarking data from similar organizations within or outside your industry
- Identify organizational strengths & opportunities, as well as process gaps through a demographic comparison
- Utilize the feedback as a source to initiate improvement plans and strategic planning

## State Program Benefits:

- Engage your customers as entry point to organizational self-assessment
- Create an additional revenue stream
- Involve organizations throughout the year to assess their performance, not just during the award cycle
- Gauge the level of performance to recommend completing a higher-level application
- NCPE provides full support throughout the assessment timeline as the third party administrator
- NCPE provides coaching, training, and marketing materials
- Offer value-added services and programs along with the Assessment process (pre-training or improvement planning)
- Recognize organizations at one of your award levels

## Partnering Alliance Members:

Colorado Performance Excellence, Illinois Performance Excellence, Granite State Quality Council, Iowa Quality Center, Kentucky Center for Performance Excellence, Louisiana Quality Foundation, Michigan Quality Council, Minnesota Council for Quality, Tennessee Center for Performance Excellence, Vermont Council for Quality, Washington State Quality Award, and Wisconsin Center for Performance Excellence.

## How do you get started?

Call Laurie Emerson, Director of NCPE and Executive Director of Vermont Council for Quality at 802-655-1922 or view a demo at: [www.PerformanceExcellence.com](http://www.PerformanceExcellence.com) and click on **Baldrige Express Demo**.

## Additional Information

### ASQ

*Submitted by Michael J. Barry, Communications Manager*

For the third consecutive year, ASQ is joining with the global quality community to celebrate World Quality Month (WQM) in November 2012. November is designated as a worldwide celebration of quality—a time to showcase the advancement and valuable quality contributions in businesses, communities and institutions—where collectively the global quality community can raise the voice of quality.



The World Quality Month microsite, [www.worldqualitymonth.org](http://www.worldqualitymonth.org), will once again be the primary platform for showcasing World Quality Month. This year's microsite will be enhanced with additional content and features, including videos, quality stories, polls, a calendar of events, and more. You are encouraged to contribute to the celebration by sharing case studies, white papers, quality stories, videos, photos, quality events in the month of November, etc.

Start thinking about how you can contribute to World Quality Month this November. ASQ staff members coordinating World Quality Month 2012 are Laurel Nelson-Rowe, ASQ Managing Director ([Lnelson-rowe@asq.org](mailto:Lnelson-rowe@asq.org), 414-272-8575 ext. 7433) and Michael Barry, ASQ Communications Manager, ([mbarry@asq.org](mailto:mbarry@asq.org), 414-272-8575 ext. 7263). Both are available to answer questions, gather new ideas, and serve as resource contacts.

### **Guidelines for Applying the Baldrige Scoring Guidelines**

There are a lot of myths and folklore about the use of the Baldrige Scoring Guidelines. The improper use of Scoring Guidelines can result in a lot of wasted time when reconciling independent reviews at consensus and can also result in scores that are too high or too low.

There are separate Scoring Guidelines for the Process Items and for the Results Items. Each Guideline is divided into six scoring ranges: (0%-5%), (10%-25%), (30% - 45%), (50% - 65%), (70%-85%), and (90% - 100%). There are four dimensions for each Scoring Guideline. For Process Items, the dimensions are Approach, Deployment, Learning and Integration. For Results Items, the dimensions are Levels, Trends, Comparisons, and Integration. Each of these dimensions is described in the Baldrige Criteria.

In applying the Scoring Guidelines, one needs to focus on the words that provide the differentiation from one range to the next. For example, in the Approach dimension, examiners determine if the response is at the Basic, Overall, or Multiple Requirement level. Similarly for Results, the dimensions differentiate between responses to the Basic, Overall, or Multiple Requirements.

It becomes more complex when examiners consider all four scoring dimensions simultaneously. Part of the reason for the complexity is that it is rare for an applicant to perfectly match all four dimension descriptions in the same range. One dimension may be higher and one lower, with two in the middle range. For example, an organization may have a systematic Approach responsive to the Overall requirements of the item while the Deployment is in the early stages in some work units. Learning (evaluation and improvement) is evident, but the approach is in the early stages of alignment (Integration).

#### Incorrect Application of the Scoring Guidelines

All of the dimensions must be at the same level of maturity for an Item to score in the range. Some new examiners feel if any of the scoring factors is not met, then that overall scoring range can't apply. This results in not scoring the applicant at the level deserved.

#### Recommended Method

Examiners are coached to assign scores using a "best fit" philosophy.

The approach taught at the Baldrige examiner training each year is to start in the middle – at the 50-65% scoring range. Then, based on a separate determination for each of the scoring dimensions, examiners decide if this scoring range represents "the best fit." If not, examiners are asked to decide if the applicant is less mature (move to a lower scoring range) or more mature (move to a higher scoring range).

#### From an applicant's perspective:

And a bonus! One tip for applicants is to use the Scoring Guidelines in the 70% - 85% range as design factors for the organization and for preparing an application.