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Hello Alliance members and welcome (again) to 2015!

Last month, your Alliance board met for our annual planning event. And as I mentioned in the November newsletter, I believe we are now poised for growth. While the board has more work to do to craft short- and longer-term goals, our strategy is centering on some key areas:

Marketing – we all know this is one of our biggest collective challenges. However, thanks to some concentrated effort the last few months (led by Bob Fangmeyer, with input from Alliance members and the Baldrige Enterprise Leadership team), a marketing plan is emerging. The plan is intended to broaden awareness of Baldrige, which should eventually help each of our programs grow. More on this soon...

Business Development – the Alliance now has a new committee (chaired by Liz Menzer), focused on identifying, vetting, and bringing products and services to Alliance members that could be resold in the marketplace. The board discussed – and approved – two such products at our meeting (ManagedHub, a resource for small businesses, which we have discussed in the past, and another product that the Alliance is in discussion about acquiring in the near future). I believe this strategy – of finding and bringing proven products to Alliance members will help us all grow, will bring additional value to the customers/stakeholders we all serve, and ultimately will help sustain and strengthen our Alliance.

Partnerships – very related to marketing and business development, the Alliance is now serious about finding a few key partners that can provide us access to channels, market segments, and new business for us all as individual programs and/or collectively as an Alliance and Enterprise.

Member Value – the Alliance is still very committed to providing value to our members, not just in resources that improve marketing and business development, but also exploring ways for us all to do our work better, more efficiently, more cost-effectively. For example, in the coming year, we will be exploring ways of sharing cost (such as in sharing back office resources).

Each of these strategic areas has been assigned to an Alliance Committee, and goals, action plans, and next steps are under development. We’ll have much more to share at the QE meetings in April.

The Alliance board was also very interested in increasing participation of Alliance members in Alliance committees – in increasing our engagement. So many of our programs have a great deal to offer – and it doesn’t just have to be the Executive Director participating (a board member, a judge, a senior examiner could sit on an Alliance Committee or Task Force). So look for ways to get involved to move our strategy forward! As the Alliance grows and succeeds, our member programs grow and succeed.
Speaking of Quest, as I mentioned in my last email update a few weeks ago, Alliance meetings will be **Sunday, April 12 from 1:00-5:00 PM ET** in the Baltimore Marriott where the conference is being held (note that the Award ceremony will be approximately 6:00 PM, so there is time to change clothes and prepare to celebrate!). We will also host an optional second meeting **Monday, April 13 from 1:00-4:00 PM ET**. The Sunday meeting will include member discussions (agenda TBD) followed by a brief Alliance board meeting (all members invited to attend); the Monday meeting will likely be a mix of full member discussions and best practice sharing, along with small group (Alliance Committee) work. Details are forthcoming, but save the dates and plan your travel! I hope all programs can attend – to conduct Alliance business, to celebrate the national Award recipients, and to learn/network with nearly a thousand other leaders passionate about performance excellence. (Also, please don’t forget to honor our partnership with BPEP by marketing QE in each of your states/networks!)

As I’ve mentioned before, we made great progress in 2014, and I think we have exciting opportunities as we move into 2015.

We’ll see you all in Baltimore!

Brian Lassiter, Chair (MN)

**Upcoming Dates**

The 27th Annual Quest for Excellence® Conference
April 12–15
Baltimore, MD
Register Now

Alliance meetings……………………………………………………………………………………………..Sunday, April 12 from 1:00-5:00 PM ET
Optional second meeting…………………………………………………………………………………..Monday, April 13 from 1:00-4:00 PM ET

**Alliance Board of Director Meetings:**
- July 2015 (exact date TBD) – Teleconference
- September 23 & 24, 2015 (tent.)
  In conjunction with Baldrige Regional Conference, Sept. 25, Nashville, TN

**Alliance News**

New business opportunity for Alliance Member by using ManageHub

The Alliance for Performance Excellence Board of Directors has unanimously approved a collaborative relationship with the ManageHub Accelerator at its recent retreat held in January as a business opportunity for Alliance program members. The approval from the Alliance Board comes after over a year of discussions with Alliance directors who reviewed the ManageHub software tool and Accelerator curriculum for alignment with Baldrige Criteria and to make recommendations.

As you may recall, Brian Lassiter sent out an invitation, in October of 2013, to members of the Alliance to partner with ManageHub and Mike Kramer, creator and founder of ManageHub, to use a turnkey outreach program that helps small businesses in startup or stage 2, to begin a Baldrige journey by documenting processes for systematization and standardization, initiating an ongoing continuous improvement (innovation) cycle, and, managing through collaboration. Several Alliance members have been working with Mike Kramer and each review session was met with more and more excitement about the possibilities of leveraging Man-
ManageHub for outreach into small businesses. ManageHub was viewed as providing an easier onramp to adopting Baldrige-based practices. It was also viewed as a path to finally fulfilling Congress’s intent of using Baldrige to help small businesses become more innovative, lean operating, customer focused, and prepared to grow in the long-term.

The Alliance relationship with ManageHub opens the door to developing new and innovative tools for use to help small businesses learn how to implement Baldrige management principles in early stages so they can grow into bigger more successful companies. A primary aspect that the team will be working on is a sustainability score that could be used by banks to evaluate and expand small business’s access to capital.

A webinar will be offered on Monday, April 6, noon – 1 pm (Central Time) for Alliance members. Information will include an update on ManageHub’s curriculum, the ManageHub Accelerator, a demonstration of the ManageHub software, overview of available marketing materials and how you can use ManageHub for outreach to small businesses. For immediate questions, please feel free to contact Darcy Davidsmeyer at darcydavidsmeyer@gmail.com.

ASQ

ASQ Launches Assessment Tool to Measure Culture of Quality

ASQ launched recently a free tool designed to help organizations assess their culture of quality and identify strengths and opportunities that can be converted into actionable steps to accelerate business performance.

The assessment tool is part of the ASQ/Forbes Insights Culture of Quality research that resulted in the white paper “Culture of Quality: Accelerating Growth and Performance in the Enterprise.” The paper was released in August.

The self-assessment tool measures 10 essential characteristics of a successful and sustainable quality culture, including customer engagement, quality vision and values, and leadership commitment. Upon completion of the self-assessment, users receive a downloadable scorecard and results summary that can be used to educate and persuade their organization to take action.

Users of the self-assessment are able to compare their answers to other organizations surveyed earlier this year as part of the research, and to organizations based on revenue and industry.

The Florida Sterling Council

Jim Sherlock, Senior Awards Administrator, Florida Sterling Council

"BRING YOUR BUSINESS TO THE Big League!" 23RD ANNUAL STERLING CONFERENCE
JUNE 2-5, 2015 (ORLANDO)

There is no better time than now to make an investment in building your leadership bench and networking with key leaders from across the country. The Florida Sterling Conference is one of the best professional development experiences an organization can offer its employees. Participants have the opportunity to interact with nearly 800 business professionals from across Florida and the United States. This one-stop source for education enables participants to benchmark the best practices of companies from across the nation and achieve performance excellence. At the end of each session, presenters will provide participants a tangible take-away tool or technique that they can take back to their organizations. In addition, a special group regis-
A registration rate of $795.00 has been established for all Alliance for Performance Excellence Members. This is a cost savings of $300 off the Standard Registration Price. Enclosed are links to the overview page and registration form. After you register, call the Sterling office and your payment will be adjusted to the special Alliance rate. For additional information, please access the Sterling Conference website below.

Conference Overview: [http://www.floridasterling.com/conferences](http://www.floridasterling.com/conferences)
Registration Form: [http://www.floridasterling.com/conferences/eventregistration](http://www.floridasterling.com/conferences/eventregistration)

**5TH ANNUAL FLORIDA’S HEALTHCARE SYMPOSIUM, JUNE 2, 2015 (ORLANDO)**

“The Power of Collaboration”
Join close to 300 leaders on June 2 from healthcare and business organizations throughout Florida and the nation as we gain a national perspective on healthcare cost cutting initiatives; discussion on healthcare policy environment; and improved communications in the healthcare industry. We will explore specific ways that the Baldrige/Sterling management system can help you drive performance outcomes in customer service, financial, and stakeholder results that positively impact your bottom line and organizational sustainability. You will also have the unique opportunity to network with leaders from various industries including healthcare providers, insurers, public health professionals, businesses, and government as we share knowledge and issues that will affect the future of our healthcare system. For additional information and to register, please access the Florida Healthcare Symposium website link: [http://www.floridasterling.com/conferences/healthcaresymposium](http://www.floridasterling.com/conferences/healthcaresymposium).

**6TH ANNUAL FLORIDA’S EDUCATION SUMMIT, JUNE 2, 2015 (ORLANDO)**

“Using Data to Lead School Management Excellence”
The 6th Annual Florida Education Summit is scheduled for 8:00 AM–4:30 PM, Tuesday, June 2, 2015. The Summit includes segments on: Management Excellence; Use of Big Data for Predictive Analytics; and Curriculum Connections. Join leading educators throughout Florida and the nation in sharing cutting-edge best practices and benchmarks. This event is your best source for capturing innovative ideas and exciting new processes to implement in your school or district as we work together to make our education system number one. For additional information and to register, please access the Florida Education Summit website link: [http://www.floridasterling.com/conferences/educationsummit](http://www.floridasterling.com/conferences/educationsummit).

**FLORIDA TRADE STEM MANUFACTURING FORUM, JUNE 4, 2015 (ORLANDO)**

8:00 AM–5:00 PM “Manufacturing Education Soaring to New Heights”
The Florida TRADE STEM Manufacturing Forum is a collaborative event to share and further identify best practices and innovative approaches to close the gap between the demand for STEM employees and the number of skilled employees available. Leaders from manufacturing, colleges, and career academies discuss issues and best practices in preparing students for STEM related jobs which are vital to support our state and national economy.

The highly popular Florida TRADE STEM Manufacturing Competition will again be one of the highlights of the Forum. School semi-finalists from middle schools, high schools, technical schools, and colleges compete for student scholarships or classroom funds (middle schools) for their STEM/Manufacturing education best practices.

We are encouraging not only Florida based organizations to attend, but nationwide. For additional information and to register, please access the Florida STEM Manufacturing & Education Forum website link: [http://www.floridasterling.com/conferences/stemforum](http://www.floridasterling.com/conferences/stemforum).
“GET SMARTER, STRONGER, FASTER”

Quality New Mexico Learning Summit and New Mexico Performance Excellence Awards Ceremony will be held April 7-8 at Isleta Resort in Albuquerque, New Mexico. We’re delighted to have 6 Baldrige Award Recipients: K&N Management (Allyson Young), Lockheed Martin Missiles & Fire Control (Tim Butler), Park Place Lexus (Matt Woolsey, Jamie Caperhart), Pewaukee School District (JoAnn Sternke, James Huisman), Sutter Davis Hospital (Janet Wagner), and VA Cooperative Studies Program CRPCC (Stuart Warren) share their role model best practices at our learning event. In addition we have excellent speakers from Core Values, Inc. (Paul Grizzell) and Walton County Tax Assessor’s Office in Florida (Cory Godwin). New Mexico’s PNM Resources (Randy Simons, David Ortega) and VACSP CRPCC (Kathy Boardman, Kevin Griffin, Jr.) will present Lean and ISO workshops. For the first time, we’re recognizing New Mexico school districts that have achieved AdvancEd certification during our first day luncheon. Steve Stucker, KOB-TV, will emcee the luncheon. A special “CEO Café” on day two will feature Matt Woolsey, GM, Park Place Lexus Grapevine. Jim Hinton, CEO, Presbyterian Healthcare Services, and Chair of American Hospital Association, will be featured speaker at our event.

Governor Susana Martinez, Honorary Chair of Quality New Mexico, has been invited to present the New Mexico Performance Excellence Awards. Megan Baldrige, a New Mexico resident, will speak about “Mac” during the ceremony. One of our Pinon Recognition Recipients, New Mexico Philharmonic, will provide music during the ceremony. Bob Clark, 770KKOB, and Shelly Ribando, KOAT-TV, will emcee the ceremony. In addition, we’ll announce our new individual recognition award “Passion for Excellence” named after one of our New Mexico leaders. Stay tuned!

In December, Quality New Mexico hosted our 2014 New Mexico Performance Excellence Award Recipients and Board of Examiners at a reception at the Governor’s Residence in Santa Fe. Governor Martinez is once again recognizing Recipients and Examiners with a personal letter congratulating them and thanking them for their commitment to enhance New Mexico’s competitiveness. Our New Mexico Legislature, House and Senate, also provided congratulatory certificates to our Recipients. Full Learning Summit program is available at www.qualitynewmexico.org.
Excellence Award Presented to New York Educational System
By Marta Nichols, Executive Director, Partners in Performance Excellence

Partners in Performance Excellence, a member of the Alliance for Performance Excellence and provider of Baldrige-based services to Massachusetts, New York and Connecticut announced that Spackenkill Union Free School District is a winner of the 2014 Silver Performance Excellence Award.

Chartered by the New York State Legislature in 1865, Spackenkill Union Free School District is located in the town of Poughkeepsie, New York. The school district includes two elementary schools, one middle school, and a high school.

The Silver award is given to organizations that demonstrate an effective, systematic approach responsive to the basic requirements of most Criteria items, although there are still areas or work units in the early stages of deployment. Key processes are beginning to be systematically evaluated and improved.

Silver Award recipients are in the early stages of obtaining results stemming from approaches, with some improvements and good performance observed. Results are reported for several areas responsive to the basic Criteria requirements and the accomplishment of the organization’s Mission. Some of these results demonstrate good performance levels. The use of comparative and trend data is in the early stages.

PiPEx Baldrige-based Application Writing Workshops

This workshop is an excellent opportunity to learn practical techniques to use the Baldrige Criteria for an organizational evaluation whether or not a company plans on applying for an award this year. The workshop includes what’s new with the Baldrige framework for 2015-2016, techniques for effectively telling your organization’s performance excellence story, and best practices for gathering information from internal sources.

Kay Kendall and Dick Eppig, both highly experienced national and state level Baldrige judges and examiners, will be facilitating workshops in:

- Waltham, MA on Monday, March 9th from 8:30 am to 4:00 pm
- Rochester, NY on Wednesday March 11th from 8:30am to 4:00pm

The workshop is very reasonably priced at $150 for members and $250 for non-members and there is a 10% discount for groups of three or more from the same company.

To find out more, visit the PiPEx website, [http://www.partnerspex.org/pipex/events.ashx#Data_Main](http://www.partnerspex.org/pipex/events.ashx#Data_Main) or contact Marta Nichols, Executive Director at [marta@partnerspex.org](mailto:marta@partnerspex.org) or 708-801-6893.
TPE adds Lean Training to Training Curriculum

Lean methodologies provide organizations with tools that can address opportunities for improvement. Additionally, the quick tangible results of Lean can be the motivation to get an organization to commit to and sustain a more holistic Baldrige strategy. Last year, in partnership with the State of Ohio, TPE began offering LEANOhio Boot Camps. The intensive week-long training uses Lean methods and tools to assist organizations in improving their processes, becoming more efficient, improving quality, and reducing costs. The practical training includes an in-depth simulation involving a prototypical agency, so participants build their toolkits with a real-world situation. In addition to Lean Boot Camps, TPE also provides Lean Six Sigma Yellow Belt and Green Belt courses to interested organizations.

TPE Webinars Now Available

TPE has conducted several webinars the past three months, which are described below and are available in their Vimeo library at the following link: https://vimeo.com/partnershipforexcellence

- Margot Hoffman, TPE President & CEO, presented the webinar Leading your Organization through Change, which aligned strategies and tips to more effectively lead your organization through change with the Baldrige Criteria.
- Mike Belter, TPE and Alliance Board Member, conducted the webinar Preparing for Consensus, which provided step-by-step activities needed to take place, as an examination team moves from independent review to consensus, including a live demonstration of the BOSS Consensus module.
- Mike Belter conducted the webinar Preparing for Site Visit, which addressed the process of moving from consensus to site visit, including a live demonstration of the BOSS Site Visit module.

Call for Presentations

TPE is putting out a Call for Presentations for its upcoming Quest for Success Conference from September 14-15, 2015 at the Polaris Hilton in Columbus, Ohio. Share your best practices, successful implementations, high impact strategies, and proven processes with a dynamic group of leaders at the premier conference for performance excellence in Ohio, Indiana and West Virginia.

Presentations should address or support the Baldrige Excellence Framework. The suggested presentation time is 45 minutes and workshop presentations may be done in two concurrent sessions. Attendees should leave the presentation with clear take-aways to implement tools and strategies in their own organizations.

Applications are due by April 10, 2015. The TPE Executive Team, Conference Committee, and Education Committee will collaboratively make final selections and presenters will be notified of selection by May 1, 2015. The Call for Presentations Application form can be found at the following link: http://www.thepartnershipforexcellence.org/doc/2015_TPE_RFP_Quest_forSuccess.doc?utm_source=Call+for+Presentations+-+2015+Quest+for+Success&utm_campaign=QFS+Presenters&utm_medium=email
**SWAE’s First Inaugural Leadership Award**

The Southwest Alliance for Excellence (SWAE) Leadership Award is an annual award recognizing an individual who exemplifies outstanding leadership in the pursuit of performance excellence and has furthered performance improvement beyond the boundaries of their organization. The first award recipient was presented at SWAE’s 27th Performance Excellence Program Awards Banquet. For award consideration nominees had to fulfill specific requirements:

- Represent any industry and any type or size organization in Arizona, Nevada or Utah, or a division of a corporation operating in said states, residing in that state for 5 or more years
- Demonstrate leadership behaviors and results consistent with the SWAE Core Values, community involvement, corporate citizenship and economic development
- Be willing to share their leadership practices as they relate to the SWAE Core Values and Leadership Behaviors and
- Be able to attend and receive the award during the annual SWAE Performance Excellence Program Award Banquet

During the Nomination Process candidates were nominated by anyone; no self-nominations were permitted. A nomination submission included a cover page, a nominee’s biography or curriculum vitae, and a nomination essay of up to 1,000 words.

**Nomination Essay and Selection Criteria Included:**

**SOUTHWEST ALLIANCE FOR EXCELLENCE CORE VALUES**
- Act with Integrity and Transparency
- Add Value to Stakeholders
- Commit to Excellence and Making a Difference
- Execute business in a Respectful and Ethical Manner
- Work collaboratively with a Passion for continuous improvement

**ADDITIONAL AWARD CRITERIA**
- Demonstrate Leadership Behaviors and Results in relation to:
  - Community Involvement
  - Corporate Citizenship
  - Economic Development

The Southwest Alliance for Excellence appointed an award selection committee which selected the 3 finalists and the final award recipient. The three finalists for SWAE’s Inaugural Leadership Award were Dave Dexter of Sonora Quest Laboratories / Laboratory Sciences of Arizona, Bill Hoddy of Intel Corporation and Jacob Snow of the City of Henderson, NV.

Dave Dexter was the recipient of the 2015 Leadership Award as announced during the SWAE 2014 Performance Excellence Program Awards Banquet on January 27, 2015.
Baldrige 101 Workshop
Last fall SWAE invited a group of experienced volunteers, from higher education, K-12, healthcare and government, to come together to create an introductory workshop for organizations interested in pursuing Performance Excellence. We recently completed the curriculum for our Baldrige 101 Workshop and have begun hosting these workshops for leadership teams within their own organizations. So far it has been very successful for organizations that are interested in beginning their SWAE Performance Excellence Program journey!

Pioneer Award Presentation at the City of Henderson
Karen Shepard, SWAE Executive Director, traveled to Nevada to present the City of Henderson with the Pioneer Award for Excellence at a recent City Council Meeting with Mayor Hafen, City Council members and City Manager Jacob Snow.

The VA’s Carey Program is Building Excellence!
Submitted by Jo Brabson, VA Carey Program

The Robert W. Carey Performance Excellence Program (CPEP) is the nation-wide Baldrige-based performance excellence program for the Department of Veterans Affairs (VA). VA organizations eligible to participate include all facilities from the Veterans Health Administration (VHA), the Veterans Benefits Administration (VBA) and the National Cemetery Administration (NCA). Additionally, many VA Central Office (VACO) organizations and functions are also eligible to participate. In 2012, we heard from many of the eligible facilities that a barrier to participation was that understanding the Criteria for Performance Excellence requirements, and compiling an application addressing all of the multiple requirements was a daunting task. Based on their deep commitment to excellence in serving America’s Veterans, our organizations wanted a step-by-step roadmap for the Journey toward Performance Excellence in using the Baldrige Criteria. Based on this request, in 2013 CPEP implemented a multi-level, tiered approach to participation, developed after benchmarking with many other Alliance member programs.

We were thrilled when the Baldrige program released the Baldrige Excellence Builder, based on the 2015 – 2016 Baldrige Excellence Framework and Criteria for Performance Excellence, and have revised our tiered approach to embrace this new resource. For 2015, the CPEP levels of participation include:

**Foundation**: The application includes only the five-page Organizational Profile (with the accompanying organizational chart and glossary of terms and acronyms) and responses to a self-assessment questionnaire. The questionnaire that we use is structured around the overall / Builder level of the criteria, and is deployed by the organization to the breadth and depth that they desire. Responses to the 39 questions are based on the perceptions of respondents, rating the organization on a scale of 1 (never / strongly disagree / capability is not present) to 5 (always / strongly agree / capability is always present and performed well). Organizations submit an aggregate result for each question, although segmentation is encouraged, as appropriate. The self-assessment questionnaire is available upon request to jo.brabson@va.gov.

The CPEP response includes:

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The CPEP response includes:
The coaches also provide written feedback about the strengths, opportunities, and priorities for defining, refining, deploying, and integrating key systems, approaches, and processes.

All participants receive a Certificate of Recognition.

Because the Foundation level does not involve examiner teams, organizations are welcome to submit for this level any time during the year. There is a cut-off date to receive recognition, but applications received after that date are simply included with the recognition during the following annual cycle.

**Builder:** The application includes the five-page Organizational Profile (with the accompanying organizational chart and glossary of terms and acronyms) and responses to the Baldrige Excellence Builder criteria questions, limited to 30 pages. Builder-level applications must be submitted in accordance with the published timeline, as they are evaluated by examiner teams.

The response includes:

- A feedback report, similar to traditional Baldrige feedback – including strengths and opportunities for improvement in accordance with Baldrige comment guidelines, although there may be more variance in the number of comments, based on the level of detail provided by the applicant.

  Key Themes are structured around the Baldrige Core Values and Concepts, as well as the evaluation factors (approach / deployment / learning / integration for processes, and levels / trends / comparisons / integration for results).

  Scores are not percentages and points, but note the item responses to be reactive / early / mature / role model, in accordance with the “evaluating your responses” model on page 15 of the Baldrige Excellence Builder booklet.

  There are no traditional site visits at this level, but at the applicant’s request, CPEP will provide a “coaching visit” to help the organization understand the feedback, and suggest actions to enhance maturity, including possible role model organizations with which to benchmark.

  Recognition levels depend on organizational maturity, and may include a certificate of recognition, or a plaque for “commitment to excellence” (organizations primarily in the reactive or early stages) or “achievement of excellence” for organizations that demonstrate more mature or even role model performance.

**Comprehensive:** The application is similar to the traditional Baldrige application, including the five-page Organizational Profile (with the accompanying organizational chart and glossary of terms and acronyms) and responses to the Baldrige Performance Excellence Criteria questions addressing the multiple requirements, limited to 50 pages. One added requirement is that applicants must demonstrate how their strategic planning supports the VA’s strategic goals. Comprehensive-level applications must be submitted in accordance with the published timeline, as they are evaluated by examiner teams.

The response includes the typical feedback report, including key themes, “around six” comments per item regarding strengths and opportunities for improvement, and scoring ranges. The percentages are used to determine points. A site visit is conducted of the highest scoring organizations in each cycle. Levels of recognition are based on the final score achieved, and include Certificate of Recognition, Commitment to Excellence, Achievement of Excellence, Leadership in Excellence, or the Secretary’s Trophy for Performance Excellence.

In CPEP, organizations that receive the Secretary’s trophy are not eligible to receive the trophy again for a five year period. During that time, they are encouraged to apply to the national Baldrige program and also to apply for entrance to the Secretary’s “Circle of Excellence.” These organizations are welcome to submit comprehensive applications addressing the current criteria requirements, and receive feedback and recognition, but understand that they are not eligible for the trophy.

Using this tiered approach has greatly enhanced the engagement of VA organizations with the Baldrige Excellence Framework in using the Criteria for Performance Excellence, and the Secretary’s Robert W. Carey Performance Excellence Program. Particularly since the Baldrige Program published the Baldrige Excellence Builder Criteria as a free download, and this document includes the full Organizational Profile questions, this tiered approach may be helpful for other Alliance members to generate interest in beginning a Baldrige based *Journey toward Performance Excellence*. **(continued)**
New Themes in the New Baldrige Criteria

I always have mixed emotions when I know the new Baldrige Criteria are going to be released. Since the revisions are now made every two years, I’ve had plenty of time to grow to know and love the previous version. On the other hand, I’m always excited to see not only the areas that have been refined but the new concepts that have been added.


Three key themes were identified for inclusion in the new Criteria: (1) change management, (2) big data, and (3) climate change. Change management has been a topic of this newsletter in the past and is likely to reappear in the future. We’ve also touched on climate change in previous articles about societal responsibility, but its importance is elevated in the latest revision of the Criteria. However, our discussions about data, information, and measurement in this newsletter have been of a more tactical nature. The theme, big data, also includes topics around data analytics, data integrity, and cybersecurity.

We see the challenge of turning data into useful information across almost every organization that we work with. That challenge is exacerbated by the volume of data, the variety of formats and sources, and the often questionable nature of the quality (accuracy or validity, and timeliness) of the data. I found several interesting articles on data integrity, but this blog provided clarity and actionable information on how to evaluate and ensure the integrity of your data.  http://blogs.informatica.com/perspectives/2012/09/05/how-do-you-know-if-your-data-has-integrity/#fbid=ScbnjTAmZBv

Cybersecurity is one topic that you won’t see me tackle in this newsletter. I try to create strong passwords and protect my personal identity, but my e-mail has been hacked twice in the past year so I’m clearly no expert.  http://www.theguardian.com/technology/2015/jan/21/what-is-the-worlds-weakest-password

I’m looking forward to seeing how these three themes play out in organizations and their Baldrige or Baldrige-based applications in 2015. One observation that I’ve had regarding previous revisions to the Criteria is that any new themes tend to be on the leading edge of issues that only gain in significance as time goes on. (Remember when “mastering social media” was introduced as a theme in the 2013 – 2014 revision?)


I’ll also be co-facilitating two application writing workshops in March – one in the Boston area and one in Rochester, New York.  http://www.partnerspex.org/pipex/events.ashx#DoingWell  I hope to see some of you at one of these events.
One Good Idea
February 2015 - Submitted by Joe Tate & Wayne Foraker

FMEA to the Rescue
Applying the process behind the scenes to provide QC oversight

QUALITY PROFESSIONALS in higher education have traditionally centered the quality discussion around curriculum instruction and the central role of faculty. Since the release of the 2006 U.S. Department of Education report, “A Test of Leadership: Charting the Future of U.S. Higher Education,” however, the discussion has been dramatically expanded to an intense dialogue about continuous quality improvement across the operational spectrum at higher learning institutions. Every day behind the scenes, administrative functions occur that are critical to a culture of continuous improvement in support of the learner-centric missions that guide the American higher education landscape. Such is certainly the case for University of Phoenix, which serves a global student population of approximately 200,000—a statistic that underscores the need for a scalable quality control program at a time when resources available for quality management are limited.

It’s all in the approach

Our team of quality control analysts for the university’s office of student records met the immediate challenge of strategic resource allocation by assimilating elements of the failure mode and effects analysis (FMEA) and guidance on risk assessment from the International Standards for the Professional Practice of Internal Auditing. Our team of quality control analysts for the university’s office of student records met the immediate challenge of strategic resource allocation by assimilating elements of the failure mode and effects analysis (FMEA) and guidance on risk assessment from the International Standards for the Professional Practice of Internal Auditing.4 into our planning process. Here’s the how and why of our approach to determining where departmental quality control oversight is most needed on an ongoing basis:

1. Work with front-line managers to identify business objectives and associated risk events. This step is typically performed at the executive level in formal enterprise risk assessments, but each functional unit of an administrative department, such as our office of student records, has its own set of micro-level objectives. These department-level goals support the institution’s macro-level objectives and mission, serving as an excellent starting point for identifying and documenting the potential risk events to be accounted for in the quality control program.

2. Apply FMEA-derived assessments of the likelihood, severity and difficulty of detection of each documented risk event on a scale of one to 10. First, analyze records of reported service defects and ongoing quality control review data to determine a meaningful “likelihood of occurrence” rating for each risk event. Next, interview front-line managers, senior leadership in the department, and the institution’s regulatory experts to rate the “severity of impact” to departmental objectives and the institution’s mission of each risk event. Finally, assess the “difficulty of detection” for each risk event by asking how difficult it would be to detect and prevent it if no quality control effort were in place (see Online Table 1, which can be found on this column’s webpage at www.qualityprogress.com).

3. Calculate priority scores to rank risk events. Multiply the likelihood, severity and difficulty-of-detection ratings together to give each risk event an overall priority score (akin to a risk priority number produced by the FMEA). Sort the full list by that number to produce an ordered ranking of all potential risk events for the department (see Online Table 2).

By applying and continually refining this FMEA-based approach within the organization, the administrative quality control unit in a service setting can provide institutional leadership with more confident assurances of its effectiveness as an adaptive control over departmental risks.

Such has been the experience for the University of Phoenix Office of Student Records, where use of this process has prompted the occasional reallocation of resources from low-risk priority areas to high-risk priority areas. The result has been unprecedented awareness of the risk sensitivity of administrative processes within the university, and measurable improvements in the quality of outputs for processes that were subsequently determined to be in need of more rigorous quality control oversight.

REFERENCES

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Q&A

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