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Upcoming Events

September 21—October 2—Site Visits
September 30 – Board of Directors Meeting
October 5— Board of Overseers Meeting
October 21 — Baldrige 101 Workshop in Tucson
October 23 — Panel of Judges Training
October 30— Baldrige 101 Workshop Las Vegas (via Webinar)
November 9 —Board of Overseers Meeting
November 9— Panel of Judges Meeting
November 30—December 3—Performance Excellence Program Applicants notified of selection/non-selection
December 1—SWAE Annual Leadership Award Nominations are Due
December 2 – Board of Directors Meeting
December 14 – Board of Overseers Meeting
February 1, 2016— Recognition Banquet for Award Recipients and Volunteers



Jean Hammelev
Vice President,
Quality & PMO

"I strongly encourage organization leaders to participate in SWAE. I'm confident that it will strengthen their organization's awareness of quality performance, enhance their competitive market position, and bring new insights on how other companies outside their industry are raising the bar on quality."

— **David A. Dexter,**
President & CEO,
Sonora Quest
Laboratories

Letter from the Chair of the Southwest Alliance for Excellence Board of Directors

Letter from the Chairman of the SWAE Board of Directors

WOW! I think each year goes by faster than the last!!! SWAE has been busy with the 2015 Performance Excellence Awards cycle, sponsoring workshops and providing additional services to our members as well as other organizations in our three state region.

Our Performance Excellence Awards Examiners have completed an intensive training program and are participating on site visit teams and I would like to personally thank our staff and all of our volunteers for their continued services!

In July, Sandy Kube joined our SWAE Leadership Team. Her skill set, background with the Baldrige program as an Examiner and her process improvement experience will bring incredible value to the SWAE organization. Welcome Sandy!!!

A special thank you to all of our members and sponsors for their continued support of the Southwest Alliance for Excellence and their commitment to quality improvement!

A handwritten signature in black ink that reads "Jean Hammelev". The signature is fluid and cursive.

Jean Hammelev BS CT(ASCP) MBA/HCM
Executive Director Program Office & Quality
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.hammelev@bannerhealth.com

Performance Excellence Program Update

Our Performance Excellence Program cycle is in Stage 3 of the process. All examiner teams are conducting applicant site visits September 21st through October 2, 2015. The applicant draft Feedback reports will be due to SWAE on October 16th.

SWAE staff and senior examiners will be facilitating Baldrige 101 workshops, during the month of October, for two new member organizations. Both organizations are in the healthcare sector. The first workshop will be facilitated on location in Tucson, the second workshop will be delivered via webinar for one of our Las Vegas member organizations. The Baldrige 101 workshop can be customized based on an organization's needs and can be delivered in person or via webinar. If you are interested in the Baldrige 101 workshop contact us at (480)-874-5815 or kshepard@swae.org.

Look for a survey in early November! We will be seeking input from our customers on the types of workshops they would like SWAE to provide during 2016. Please take the time to respond, this will ensure we are meeting your requirements.

Member & Volunteer Recognition

In the August 2015 issue of *Quality Progress Magazine*, Stephanie Thompson was featured in the section "Who's Who in Quality." Stephanie is a member of the Board of Examiners for Southwest Alliance for Excellence, vice chair of ASQ's Phoenix Section, vice chair of students for ASQ's Quality Management Division; member of Diversity and Inclusion "WE" welcoming Environment; member of Section Affairs Council and Division Affairs Council; founded the ASQ student branch – called "Quality Devils" – at ASU.



During her last semester as an under graduate at ASU, Stephanie took a course on process improvement where she was introduced to lean Six Sigma and the Malcolm Baldrige National Quality Award. Stephanie said it changed her life forever, and the subject matter resonated with her like no other topic had before. She works with and mentors ASU students to identify and create opportunities to execute lean Six Sigma projects in local businesses. Stephanie holds a Master's degree in technology management from ASU in Tempe and is the Quality Manager at CampCorp Structures located in Surprise, AZ.



SWAE 2015 Members & Partners

We would like to take this opportunity to say "Thank You" to all of our members and partners for their continued support of the Southwest Alliance for Excellence and their commitment to quality improvement.

Arizona: Arizona State Retirement System, Arizona Technology Council, Arrowhead Hospital, Banner Health Systems, Bristol Global Mobility, CBIZ Mayer Hoffman McCann, City of Goodyear, Deer Valley Unified School District, Honeywell International, HonorHealth, Intel, MDCAV Associates, Raytheon, Scottsdale Medical Imaging, ScriptSave, Sonora Quest Laboratories/LSA, Southern Arizona VA Health Care System, Southwest College of Naturopathic Medicine, SRP Power System, Town of Gilbert, Yuma Regional Medical Center **Nevada:** City of Henderson, MonteVista Hospital, Nathan Adelson Hospice. **Utah:** LDS Business College

Individual Members: William Brown, Deborah Cameron, Carla Carter, Ricardo Castillo, Patricia Childress, Dave Civic, Mike Fitch, Robert Mitchell, Charles Shillingburg, Dyanna Waters

Partners: Accelerated Quality Improvement, Inc., Arizona Small Business Association, Arizona Small Business Associates, Arizona Technology Council, BIEN, Intel Corp., Las Vegas Lean Six Sigma, MoreSteam, Scottsdale Chamber of Commerce, The Performance Management Group, University of Phoenix

If your organization is not a member of SWAE take the time to review *The Benefits of Membership* on page 4, if your organization is a member don't forget to renew your membership for 2016.

The Value of Belonging...

"WHAT DO WE WANT OUR ORGANIZATION TO BE? WHAT WILL SUCCESS FOR OUR ORGANIZATION LOOK LIKE?"

Southwest Alliance for Excellence (SWAE) can help you answer these questions and more through our approach to organizational assessment, performance and the development of best practices. As stated by one of our members, "Participation in SWAE will strengthen your organization's awareness of quality performance and enhance your competitive market position." If you want your organization to exude excellence and a progressive culture, then it is important to immerse your organization in a community that works toward the same shared vision. Explore all that Southwest Alliance for Excellence has to offer:

WE ARE YOUR TIMELY RESOURCE FOR ACCURATE AND INNOVATIVE INFORMATION

Access to Best Practices – Southwest Alliance for Excellence focuses on:

- Best practices employed by health care, education, government and private sectors.
- Relevant learning opportunities.
- Benchmarking tours and networking opportunities as well as workshops on the Performance Excellence Program.

Tools you can use:

- Review key points from the Baldrige Criteria and Resource Library.
- Visit the Case Studies and Awards portion of the website to find creative solutions and innovative practices.
- Use our e-learning program as a professional development and training tool for your organization.

EVERYONE IN EVERY DEPARTMENT CAN BENEFIT

Your Entire Organization Belongs – Membership in SWAE is unique, in that:

- Every employee in your organization can benefit from SWAE services.
- We support participation of employees at all levels and from all departments.
- We will help you develop and support a culture of excellence throughout your organization.

Tools you can use:

- Contact SWAE to host a personalized forum about the benefits of belonging.
- Register additional staff so they can begin to receive information and participate.

USE SOUTHWEST ALLIANCE FOR EXCELLENCE SERVICES AND YOU WILL SEE THE DIFFERENCE

Tangible Improvements – You can benefit from measurable organizational improvements by:

- Saving money by completing in-house projects with information that SWAE provides.
- Accessing practical ideas, suggestions and programs in use by progressive organizations.
- Replicating and reinventing service improvements used by other organizations.

Tools you can use:

- Participate in the Performance Excellence Program to improve your organization's processes.
- Attend the Performance Excellence Program Awards Banquet to hear best practices of award recipients that can be implemented in your organization.

CONNECTING MEMBERS IS WHAT WE DO BEST

Knowledge Network of Members – We are made up of a wide network of organizations:

- Members value receiving information as well as sharing their innovative best practices.
- We connect you to organizations that have similar interests.
- Through SWAE Ambassadors, we focus on you as a unique organization.

Tools you can use:

- Sign up for informational e-blasts and newsletters.
- Contact SWAE to be connected to appropriate members and ambassadors.

Southwest Alliance for Excellence 2016 Leadership Award

SWAE is proud to present the second year of the premier leadership award in the Southwest!

We are now accepting nominations for the 2016 SWAE Leadership Award.

Award and Recognition

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.

Recipients can represent any industry and any type or size organization in Arizona, Nevada or Utah. They are dedicated to and demonstrate leadership behaviors and results consistent with SWAE Core Values, community involvement, corporate citizenship and economic development. They must be willing to share their leadership practices as they relate to the SWAE Core Values and Leadership Behaviors.

The Award recipient will be presented at the Annual Southwest Alliance for Excellence (SWAE) Performance Excellence Program Award Banquet on February 1, 2016. All nominees are requested to attend the Banquet.

Leadership Award Nomination

- Nominees may be nominated by anyone; no self-nominations permitted. The Southwest Alliance for Excellence will confirm receipt of the nomination by e-mail.
- Nominees do NOT need to be a member of the Southwest Alliance for Excellence.
- A nomination submission includes a nomination form, a nominee's biography or curriculum vitae (no more than 3 pages), and a nomination essay.

[Click here for the 2016 Nomination Form](#)

Nominations must be received by December 1, 2015, to be eligible for the 2016 SWAE Leadership Award.

The 2016 Award Recipient will be announced February 1, 2016 at the SWAE Performance Excellence Program Award Banquet.

For more information about the SWAE Leadership award, click [here](#) or contact the Southwest Alliance for Excellence at (480) 874.5815 or kshepard@swae.org.

Baldrige Insights

Leadership Behaviors That Count (and Can Benefit All Organizations)



Harry Hertz

Harry Hertz, the self-proclaimed “Baldrige Cheermudgeon” is Director Emeritus of the Baldrige Program. He joined the Program in 1992 after a decade in management in the analytical chemistry and chemical sciences laboratories at the National Institute of Standards and Technology (NIST), the home of the Baldrige Program.

Harry’s favorite aspects of the Baldrige Program are: (1) the opportunity to interact with leading thinkers from all sectors of the U.S. economy who serve as volunteers in the Baldrige Program and who represent Award applicants at the forefront of the never-ending journey to performance excellence, and (2) the intellectual challenge of synthesizing ideas from leading thinkers into a set of continuously revised Criteria for Performance Excellence, that always mirror the “leading edge of validated management practice.”

Introduction

As the following diagram of the [Baldrige framework](#) indicates, the basis of the Baldrige Criteria for Performance Excellence is a set of core values and concepts that are embedded in high-performing organizations.

These core values and concepts are the foundation for integrating key operational requirements within a results-oriented framework that creates a basis for action.

Under the auspices of the Baldrige foundation, a set of leadership behaviors has been developed to reinforce these core values in high-performing organizations. They are behaviors that typify role-model leaders and can form the basis for leadership development and senior leadership team design. Senior leaders should build their own strength in these behaviors and also make sure that their leadership team embodies strengths that they do not personally possess with sufficient strength.



From Baldrige Performance Excellence Program, 2015, 2015–2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance, Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology; <http://www.nist.gov/baldrige>.

The Leadership Behaviors

The leadership behaviors are aligned with the 11 Baldrige core values and concepts, respectively. The Leadership Behaviors are: Visionary Leadership, Systems Perspective, Customer-Focused Excellence, Valuing People, Organizational Learning and Agility, Focus on Success, Managing for Innovation, Management by Fact, Societal Responsibility, Ethics and Transparency and Delivering Value and Results.

While all of the behaviors are important, it is critical that senior leaders possess and personally exhibit the executive behaviors associated with visionary leadership, systems perspective, ethics and transparency, and delivering value and results. They are central to the role of an effective leader. These behaviors are embodied in the “bookends” (first two and last two) of the core values and concepts.

Research

For the past two years, the Baldrige Executive Fellows have been ranking these leadership behaviors, indicating those in which they possess strength and those in which they would most like or need to develop further ability. Of the four core values designated as essential behaviors for senior leaders, two were designated as strengths by the group (visionary leadership and ethics and transparency), one as an area for learning emphasis (systems perspective), and one was considered an adequate skill (delivering value and results). In five studies of 2015 CEO challenges and opportunities, the one opportunity mentioned in all five studies was the need to build stronger customer relationships. This need ties directly to the Baldrige fellows’ perceived need to build greater competency in customer-focused excellence. This need for senior executives is based on several factors: customers setting higher expectations, customers wanting customization in offerings, and the greater availability of data and analytics that can be used in understanding individual and aggregated customers.

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Baldrige Insights



Harry Hertz

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In 2010, Joe Folkman published a study of the top nine leadership behaviors that drive employee commitment. The study gathered data from nearly 10,000 direct reports.

Folkman focused on leadership behaviors that drove employee commitment because leadership effectiveness increased productivity and profitability even in difficult times. Seven of the nine behaviors identified were embodied in the leadership behaviors associated with visionary leadership, valuing people, and ethics and transparency. The overlap in this study with the data already presented gives a broader sense of the importance of these specific behaviors.

Innovation is inherent in a learning organization. As indicated above, recent Baldrige fellows have recognized the importance of learning and innovation to the future success of their organizations and have seen these areas as current challenges for them. There have been numerous studies on the positive relationship between organizational learning and innovation, as well as the impact on organizational performance (see, for example, this study in the Journal of Business Research). While the behaviors associated with all 11 Baldrige core values are important, these studies give particular focus to the need for leadership strengths in the areas of setting vision, ethics and transparency, a systems perspective on their organization, delivering organizational value and results, organizational innovation and learning, valuing people, and building customer relationships.

Your Leadership Opportunities

We all have the opportunity to improve our leadership skills. Here are some suggestions based on the information above:

1. Look at your leadership behavior strengths and opportunities relative to the 11 Baldrige core values and concepts.
2. Pay particular attention to the three core values that Baldrige fellows have indicated as personal strengths and that Folkman says are important: visionary leadership, valuing people, and ethics and transparency.
3. Evaluate your opportunity to enhance customer-focused excellence, an opportunity for Baldrige fellows and a key opportunity for senior executives broadly.
4. Look at the behaviors associated with the two remaining Baldrige core values designated as essential behaviors: systems perspective and delivering value and results.
5. Evaluate your behaviors that encourage organizational learning and agility and managing for innovation. They almost certainly affect the future success of your organization.

Set your personal learning agenda based on enhancing your strengths and addressing key opportunities. You and your organization will benefit!

This is an excerpt from an article in the August/September publication of “Insights on the Road to Performance Excellence” posted on the Baldrige Performance Excellence Program website. If you are interested in reading the entire article, copy and paste the URL below into your browser.

<http://www.nist.gov/baldrige/insights.cfm>

The logo for Baldrige Coach, featuring the words "BALDRIGE" and "COACH" in a serif font, with a registered trademark symbol. The text is white on a dark blue background.The logo for "Baldrige in Brief", with "BALDRIGE IN BRIEF" in a large, bold, sans-serif font, and "Accelerating Excellence™" in a smaller, italicized font below it. The background is a light blue gradient.

How Great Leaders Embrace Feedback

We've recently interviewed more than 20 senior leaders of Baldrige Award winning organizations. One common theme emerged fairly early on. These leaders were not focused on the Award – although they certainly wanted to earn it – they were focused on taking their already good organizations to a higher level of excellence. And they saw that receiving completely objective feedback through a Baldrige or Baldrige-based application process as a powerful way to accelerate excellence in their organizations.

Here's what we heard from several of these leaders. We asked Terry May, founder and CEO of MESA Products, Inc. (a Baldrige Award small business recipient in 2006 and 2012), why he reapplied for the Award after winning his first one. "We had grown tremendously, doubled in revenue and number of employees. In 2012, only 25 percent of the current workforce had been with us in 2006. I decided to apply again in 2012 because I thought during this growth cycle, we had relaxed and gotten a little lazy. For me, this was a checkup to see where we were and what needed to be worked on. And honestly, I thought maybe we shouldn't accept the award because we'll miss the opportunity to get another feedback report." (But they did accept the award!)

Paul Worstell, retired CEO of PRO-TEC Coating Company (a Baldrige Award small business recipient in 2007), said, "The Opportunities For Improvement (OFIs) in the feedback report identify blind spots. We were very defensive at first, particularly about what we considered our strategic planning. The examiners kept telling us we weren't doing strategic planning." Ultimately, Paul and the senior leaders agreed. "We were creating an annual Business Plan and then putting it on a shelf. Mission statement – heck, we didn't even know where it was. In the early days, we didn't listen to the feedback. If we had listened, we would have accelerated our progress."

Dr. Joann Sternke, Superintendent of the Pewaukee School District (a Baldrige Award education recipient in 2013) was always focused on continuous improvement. She admits that before they started on their Baldrige journey, "I was like a child hitting a piñata. That's how I approached improvement as a leader – just flailing. Before I started using the Baldrige framework, I was known for Random Acts of Cool Ideas."

Using the Baldrige framework allowed her to be more disciplined. "Sometimes that means taking things off the plate and saying, 'no' to things. It made me a better leader." She credits some of that to the feedback they received from their applications. "The feedback was always part of the learning agenda for the Board of Education. We got more value from the feedback reports than what we received from our accreditation body."

Joann believes so strongly in helping others on the journey that she has posted their applications and feedback reports on the school district's website. She says, "In education, it's all about learning and sharing. A rising tide raises all ships. We want to make education better all across the country."

At the 2015 Baldrige Quest for Excellence Conference, Jayne Pope, CEO of Hill Country Memorial (a Baldrige Award health care recipient in 2014) shocked the audience when she said, "I am glad we did not win last year. The feedback was instrumental in getting better. The one thing I will miss is getting that feedback report."

Each of these senior leaders demonstrates one of the Baldrige Core Values, Visionary Leadership. They are able to put their egos and any personal agendas aside for the sake of learning from objective feedback to make their organizations higher performing. They embraced their OFIs for the gifts they really represent – the insights to drive towards excellence.





BALDRIGE IN BRIEF
Accelerating Excellence™

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Drowning in a Sea of Data?

Do you ever feel like your organization has oceans and oceans of data but a veritable desert of information? We see that in many of the organizations we work with, and we hear their frustration.



I was invited last month to speak at the 2015 Governor’s Quality Award Healthcare Seminar coordinated by the Baldrige-based program serving Arkansas. <http://www.arkansas-quality.org> At the request of the conference sponsors, I spoke on the topic, “Using Data to Improve Performance and Drive Accountability.”

One of the problems that organizations face with an overwhelming amount of data is a lack of clear focus around which to rally the workforce. The most important opportunities for improvement are often difficult to discern in the noise of too many reports and too many graphs.

Another problem in these organizations is frequently an inability to make meaning of the data. Without proper data visualization techniques, the real problem is often obscured by clever, sophisticated charting that does little to inform the viewer on what should be done.

There is overwhelming evidence that an engaged workforce creates a competitive advantage. Gallup’s State of the Global Workplace report found “Engaged workers stand apart from their non-engaged and actively disengaged counterparts because of the discretionary effort they consistently bring to their roles. These employees willingly go the extra mile, work with passion, and feel a profound connection to their company. They are the people who will drive innovation and move your business forward.” <http://www.gallup.com/services/178517/state-global-workplace.aspx>

What we have found is that transforming data into information is a key element to engaging an organization’s workforce. If you’d like to learn more, read my article published in the Summer 2015 edition of Arkansas Hospitals, send me an e-mail. We’d also like to hear from you on how you’ve helped your organization tame the angry ocean of data!



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2015 Malcolm Baldrige National Quality Award Update

Excellence by the Dozen: 12 Organizations Move Closer to Baldrige Award

From NIST Tech Beat: September 1, 2015

Contact: Michael E. Newman
301-975-3025



Twelve high-performing organizations will receive site visits for the 2015 Malcolm Baldrige National Quality Award (MBNQA), the nation's highest recognition for organizational performance excellence.

Winners of the 2015 Baldrige Award will be chosen from among the organizations evaluated during these site visits and announced this November. The awardees will be honored at a ceremony during the annual Quest for Excellence conference, April 3-6, 2016, in Baltimore, Md.

Judges selected eight organizations in the health care category, two nonprofits, one small business and one educational organization to be visited by teams of Baldrige examiners, including experts in each sector, starting next month. The teams will spend several days at their assigned sites, interviewing employees at all levels of the workforce to clarify and verify information submitted in award applications.

Of the 26 applications received by the Baldrige Performance Excellence Program (BPEP) in 2015, 16 are in health care, four in education, four in nonprofit and two in small business. All of the applicants were evaluated rigorously by an independent board of examiners in seven areas defined by the Baldrige Criteria for Performance Excellence: leadership; strategy; customers; measurement, analysis and knowledge management; workforce; operations; and results. Examiners provide each applicant with 500 to 1,000 hours of review and a detailed report on the organization's strengths and opportunities for improvement.

The 2015 Baldrige Award process is the first conducted under revised requirements announced last year. The changes lift certain restrictions and provide some organizations with an alternate path to demonstrate award eligibility.

The BPEP is managed by the National Institute of Standards and Technology (NIST) in cooperation with the private sector and funded by the Foundation for the Malcolm Baldrige National Quality Award. The program raises awareness about the importance of performance excellence in driving the U.S. and global economy; provides organizational assessment tools and criteria; and educates leaders in all types of organizations about the practices of national role models. The Baldrige Award recognizes the nation's top-level performers in six categories: manufacturing, service, small business, health care, education and nonprofit.

The Baldrige Award is not given for specific products or services. Since the first group was recognized in 1988, 105 awards have been presented to 99 organizations (including six repeat winners).





SWAE Quarterly Newsletter Advertising Opportunities & Reservation Form

Promote Your Business

Looking for a way to expand your reach to other business professionals for a low cost? Consider purchasing ad space in the *Southwest Excellence Quarterly*—the Southwest Alliance for Excellence quarterly e-newsletter! Advertising opportunities start at \$75.

Name: _____ Title: _____

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	<i>Ads should be in PDF or JPEG</i>	Sizes	Prices
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<input type="checkbox"/> Quarter Page	(color)	3 ¼ X 4 ¾	\$150
<input type="checkbox"/> Business Card	(color)	3 ½ X 2	\$75

Method of Payment: Check—Please **make payable to “SWAE”** and **send with this form to:**
Southwest Alliance for Excellence, 3961 E. Chandler Blvd, #111-334
Phoenix, AZ 85048

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For Payment by Credit Card: You can **email this form to kshepard@swae.org** or call (480) 874-5815.

For more information, visit www.swae.org or call 480-874-5815.

WINTER ISSUE RESERVATION DEADLINE: December 18, 2015

2015 Program Calendar

Date	Who	Where	Task/Item
Sep 21-25 & Sep 28- Oct 2	Examiners/Mentors/ Applicant		Stage 3 - Site Visits completed (Site Visit time based on applicant type)
Oct 16	Examiners	SWAE office	Draft Feedback Reports with mentor review due
Oct 23	Judges	SWAE office	Panel of Judges Training
Nov 9	Judges	SWAE office	Stage 4 - Panel of Judges Meeting
Nov 9 – 24	Judges & Lead Examiners		Finalize feedback report
Nov 14-24	SWAE		Stage 5 - Final Due Diligence conducted
Nov 24	Lead Examiners	SWAE Office	Final Feedback Reports due
Nov 30 – Dec 3	SWAE		Applicants notification of selection/non-
Early Dec	SWAE		News Release distributed reporting Recipients
Early-Mid Dec	SWAE		Editing of feedback reports
Mid Dec	SWAE		Feedback Reports provided to all applicants
February 1,2016	SWAE	TBD	Recognition Banquet for Recipients and Volunteers



Baldrige & Alliance for Performance Excellence Updates




CBIZ and Mayer Hoffman McCann P.C. are Proud to Support the Southwest Alliance for Excellence

CBIZ SERVICES: Accounting, Outsourcing and Financial Advisory
Litigation Support • Tax Compliance & Consulting • Valuation Services

MHM ATTEST SERVICES: Audits • Reviews • Agreed Upon Procedures
Employee Benefit Plan Audits • SSAE 18 Audits (formerly SAS 70)
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The Baldrige Resource Library (BRL)

The BRL is a service of the Alliance for Performance Excellence.



The BRL is a collection of multi-media resources about organizational improvement and performance excellence. Articles, videos, slides and other materials are available for reading and downloading.

IT'S FREE! Use it to broaden your knowledge and improve yourself and your organization.

Use it! ... Share it !

<http://www.baldrigepe.org/brl/>

Thank You to Our Sponsors

Southwest Alliance for Excellence—formerly Arizona Quality Alliance—is a non-profit corporation that advances improvement and excellence in organizations, communities and individuals. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase & highlight outstanding achievement in performance excellence.

2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes using the Criteria for Performance Excellence.

3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.

4. Provide organizations with a comprehensive, cost-effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.

5. Create and deliver relevant workshops, benchmarking tours and seminars that will develop the skills and knowledge of performance excellence professionals.

6. Provide a dynamic environment for professional networking and knowledge sharing.

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