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Upcoming Events

- Apr. 22– Baldrige 101 Workshop
- Apr. 27— Intel / SWAE MAPS Mentoring Meeting
- May 6— Measurement, Analysis & Results Training
- May 29– Integrating LEAN with Baldrige



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

It has been two years since the Arizona Quality Alliance became the **Southwest Alliance for Excellence (SWAE)**. Our name change reflected the addition of our partner states, Nevada and Utah. We continue to make strides in all three member states and to innovate and improve our program offerings. 2015 will bring exciting changes to our Performance Excellence Program and I am excited to see how organizations embrace the changes.

Our SWAE Board of Directors met recently and I am pleased to announce that the following individuals were elected to three year terms: Cheryl Paul (Deer Valley Unified School District), Susan Duffy (Honor Health), Bristol Ellington (City of Henderson, NV), and Adrian Juchau (LDS Business College, UT).

On behalf of the SWAE Board of Directors, I would like to recognize and thank the following individuals for their years of service on our Board of Directors: Cheralyn Beaudry (Scottsdale Lincoln Health Network), Scott Smith (Deer Valley Unified School District), Ed Kelty (Rio Salado Community College), Montie Schlotterbeck (Boeing) and Jerry Salkowe (Advocates for Quality, UT). Through their support and efforts, the SWAE has been able to continuously improve year over year.

We are excited to be launching the 2015 awards cycle and we are currently recruiting examiners and applicants to the program. Participating as an examiner provides individual development opportunities as well as an overall benefit to the examiner's organization. Examiners receive extensive training on the Performance Excellence criteria and are then able to assimilate key learning into their day to day job functions. The schedule for the 2015 Performance Excellence Program can be accessed from the SWAE website.

Jean Hammelev BS CT(ASCP) MBA/HCM
Vice President, Quality & PMO
Sonora Quest Laboratories
Laboratory Sciences of Arizona
Jean.hammelev@bannerhealth.com

Award Banquet Highlights

Thank you to everyone who attended our 2014 Performance Excellence Program Award Banquet earlier this year on January 27, 2015. It was a great success! Check out photos of our recipients and more below, or [click here](#) to access all the event photos online.



Left: Master of Ceremonies Jim Small, Editor, Arizona News Service; Keynote speaker Carolyn Campos, Birthing Center Nurse Manager, Sutter Davis Hospital - 2013 Baldrige National Award Recipient & Karen Shepard, SWAE Executive Director; **Center:** 2014 Performance Excellence Program Board of Examiners; **Right:** 2014 Lead Examiners



Left: Pioneer Award for Excellence recipient City of Henderson, NV; **Center:** Showcase in Excellence recipient Yuma Regional Medical Center; **Right:** Showcase in Excellence recipient University of Phoenix



1st: Showcase in Excellence recipient Deer Valley Unified School District; **2nd:** Showcase in Excellence recipient Arizona State Retirement System; **3rd:** Leadership Award recipient Dave Dexter, Sonora Quest Laboratories; **4th:** Examiner of the Year – Stacy Harley, Scottsdale Medical Imaging



Left: 2014 Mentors for the Board of Examiners; **Center:** 2014 SWAE Performance Excellence Program Judges; **Right:** Rookie Examiner of the Year—Adrian Juchau, LDS Business College, UT

Encourage Organizations to Apply for the Performance Excellence Program

In applying for the Performance Excellence Program, organizations take a major step to improve their performance and growth.

Because of the learning inherent in completing the application and in the feedback you will receive, the effort that goes into applying for the program results in a significant return on your investment. The process will help you prioritize opportunities for improvement and identify strengths to celebrate. As a result, the rate at which your organization improves should accelerate.

The information can be found on our website at:

<http://www.swae.org/award-program.html>

There you will find the Intent to Apply & Eligibility Form along with the applications, criteria and guidance for our Organization Level and Process Level Awards. The deadline for the Intent to Apply form is **May 4, 2015**, and completed applications are due by **July 10, 2015**.

Should you have any questions, please don't hesitate to contact the Southwest Alliance for Excellence office at 480-874-5815 or email Karen Shepard at kshepard@swae.org.

Performance Excellence Program Schedule/Deadlines

Date	Location	Item
May 4	SWAE Office	Intent to Apply Forms Due
May 15	SWAE Office	Examiner Applications Due
June 4	University of Phoenix, Tempe & via Webinar	Introductory Examiner Training
June 18	University of Phoenix, Tempe & via Webinar	Examiner Stage 1 Training
June 30- July 2	Las Vegas, NV	Introductory Examiner Training & Stages 1,2 and 3
July 8-9	University of Phoenix, Tempe & via Webinar	Examiner Stage 2 & 3 Training
July 10	SWAE Office	Completed Award Applications Due

“In Deer Valley Unified School District’s challenging, complex, and competitive educational environment, we are proud to use the Baldrige Criteria for Performance Excellence as a systems approach to continuous improvement. We have utilized data, including state and national benchmarks to align our organizational priorities and integrate our improvement efforts and, through the examiner feedback provided by Southwest Alliance for Excellence, increased our effectiveness.”

**Dr. James R. Veitenheimer,
Superintendent**

Now Seeking Examiners for the 2015 Performance Excellence Program

“Becoming a SWAE Examiner is the best life long professional development that I have participated in. The process tested and improved my critical thinking, communication, and collaboration skills. I know what ‘Excellence’ looks like and the questions to answer to get there.”

— **Julie Chelius,**
Deer Valley Unified School District

“My experience as an Examiner utilizing the Baldrige Criteria methodology, not only helped me better understand institutional best practices, but taking a holistic systematic approach to process improvement in my everyday life—personal and professional. The process from start to finish, was an eye-opening experience to how best-in-class processes are dreamed, created, and implemented in the business environment.”

— **Eric Dudley,**
U-Haul

Southwest Alliance for Excellence is proud to announce the 2015 Performance Excellence Program is underway! We are offering the opportunity for you to be trained and serve as a member of the SWAE Performance Excellence Program Board of Examiners.

Being an Examiner can be a powerful learning experience and a valuable professional development step for any individual.

Benefits include:

- Develop or refine YOUR analytical, teamwork, interviewing and writing skills
- Build and expand YOUR professional network and resume
- Increase YOUR ability to assist YOUR organization in continually improving its management systems and processes
- Learn firsthand of innovative approaches utilized by leading companies in Arizona, Nevada and Utah
- Receive continuing education credit for the training and examiner experience

You will learn how to:

- Use national Malcolm Baldrige award criteria to understand and evaluate an organization
- Conduct an effective assessment of quality performance
- Develop and provide non-prescriptive feedback in a management report
- Develop a strong understanding of a global set of guidelines for running an effective company
- Evaluate the quality systems of a range of organizations, from small and large manufacturing, healthcare, education and service companies to public sector organizations

To be considered as a “potential examiner,” submit an Examiner Application by **May 15, 2015** for the 2015 program. Examiners who have previously served must re-apply each year.

Notification will be emailed to all Potential Examiners by May 20, 2015, indicating their selection status.

Meet SWAE's Newest Board Members

Southwest Alliance for Excellence (SWAE) is pleased to welcome Susan Duffy, Bristol Ellington, Adrian Juchau, and Cherryl Paul to our Board of Directors.



**Susan Duffy, MBA/HCM,
BSN, CPHQ**
*Network Manager /
Quality*
Honor Health



Bristol S. Ellington,
AICP
*Assistant City
Manager*
City of Henderson, NV



Adrian Juchau, M. Ed.
*Chief Student Services
Officer*
LDS Business College, UT



Cherryl Paul, M. Ed
*Director, Data & Continuous
Improvement Department*
Deer Valley Unified School
District

A full list of our Board members can be found [here](#) on our website.

Member Recognition



Photo: Karen Shepard, SWAE Executive Director, presenting the Pioneer Award for Excellence at the City of Henderson, NV City Council Meeting. From left to right: Jacob Snow, City Manager, Councilman John F. Marz. Councilman Sam Bateman, Karen Shepard, Mayor Andy A. Hafen, Councilwoman Debra March & Councilwoman Gerri Schroder.

SWAE Board of Overseers (BOO)

The Board of Overseers is comprised of quality and performance professionals from our communities. This dedicated group of volunteers provides the foundation for the Performance Excellence Program. This committee's role is to develop the award standards, ensure that integrity is maintained throughout the program, and to develop and deliver appropriate training.

We are proud to welcome two new members to SWAE's BOO:

Joshua Burt, MS in Organizational Performance and Workplace Learning
Program Analyst
LDS Business College, Salt Lake City, UT

Polly Walker, MBA / MPA,
Senior Business Operations Analyst
City of Henderson, NV

We would like to introduce to you the members of the 2015 BOO:

- Carla Carter, *Carla Carter & Associates*
- Gloria Diaz, *AHCCCS*
- Keith Dompier, *Intel, Corp.*
- Susie Duffy, *HonorHealth*
- Mike Fitch, *GE Healthcare (UT)*
- Amanda Freeman, *City of Mesa*
- Stacy Harley, *Scottsdale Medical Imaging*
- Judy Herrmann, *ASQ, Phoenix Section*
- Dr. Jane Humble, *ASU*
- Sandy Kube, *Deer Valley Unified School District*
- Heather Mock, *Deer Valley Unified School District*
- Courtney Ophaug, CEO *Banner Estrella Medical Center*
- Candice Vaughan, MS, RN, *Banner Health*

"SWAE membership provides exciting opportunities to showcase and promote excellence within my organization through application of the nationally recognized Baldrige criteria. Our membership also offers benchmarking and other activities to be able to learn from other high performing organizations. Over the years, SWAE membership has been a key part of our ongoing journey to achieve the highest levels of performance in service to our patients and the community."

Cheralyn Beaudry,
PhD, CPHQ, CCC
Scottsdale Healthcare

For More Information

Additional information about the Performance Excellence Program, the Board of Overseers, the Board of Examiners, and more is available on our website at: www.swae.org or by calling 480-874-5815.

Intel/SWAE Mentoring Program Recognition

Southwest Alliance for Excellence is pleased to conclude another year of partnership with the Intel Corporation for the Mentoring and Planning Services (MAPS) Program. We'd especially like to thank the 2014 Intel Mentors who made a tremendous impact on the organizations they assisted:

Okechukwu Akpa	Rod Gohil	Paula Mackenzie	Eric Ruiz	Rob Thomas
Samantha Bowser	Patrick Grogg	Rajnish Maini	Deron Simmons	Ninette Vaz
Alfredo Caramutti	Rudolph Hacker	Jason Mueller	Kathryn Spada	
Glen Compton	Bill Hody	Fela Odeyemi	Greg Spear	
Eric Davies	Daron Kettler	Tristin Oldani	Eric Stewart	
Kevin Engholdt	Adam La Bell	Bryan Paynich	Sharlyn Stocker	
Mark Enwiller	Ann-Margaret Lewis	Leslie Quinn	Andrew Thomas	



The Intel Corporate Quality group provides skill-specific volunteers as mentors to small and medium-sized nonprofits, educational entities & government agencies throughout Arizona. These volunteers provide mentoring and assist organizations with training in quality skills and accomplishment of quality objectives. This program is **FREE** for participants.

The organizations who applied and completed projects in the MAPS Program this year were:

- **AZ Coalition to End Homelessness** - "To merge AZCEH's inherited website from AZ StandDown and its own AZCEH website."
- **Compadre Academy** - "Implementing a student driven solar sustainability project that will remain embedded into high school engineering curriculum from year to year."
- **Deer Valley Unified School District** - "Improve method and tools used by Deer Valley Schools for managing annual Goals, for collecting and reviewing Goal data, and increase usage of AdvancEd to drive goals and measurements."
- **Experience Matters** - "Develop a system and data architecture plan for Experience Matter' information technology."
- **Northern Arizona University Extended Campuses**- "Deploying Lean as a culture across its 35 campuses. Create a core team of Lean train the trainers that will work lean projects in the various departments across the state of Arizona."
- **Science Foundation of Arizona** - "To improve the efficiency and effectiveness of improving STEM education in order to deliver more qualified STEM graduates by developing a strategic plan supported by the STEM Network participants."
- **St. Mary's Food Bank** - "Evaluate procedures, physical flow and work flow to identify opportunities for improvement in order to overcome the fact that the St. Mary's Food Bank Alliance facility was not originally designed to be a food distribution center."
- **Town of Gilbert** - "Improve the Strategic Goals Dashboard."

We are thrilled at the outcomes of this project, and we know there are many more wonderful stories like it from participants in our MAPS program. If you are a qualifying organization, be sure to take full advantage of this **free resource** and [apply for the MAPS program today!](#)

If you are interested in learning more about this program RVSP at kshepard@swae.org to attend the **Intel / SWAE MAPS Mentoring Kickoff Meeting on April 27, 2015** from 10-11:30am. Click [here for more event information](#).

Thank You to AZ Tech Council

Southwest Alliance for Excellence (SWAE) would like to publicly recognize and thank the Arizona Technology Council for giving us a "home" for the last 3+ years. We especially want to thank Steve Zylstra, President & CEO, for donating office space and infrastructure to SWAE. We greatly appreciate the Arizona Technology Council's generosity and the wonderful dynamic we have with their staff.



About the Arizona Technology Council

The Arizona Technology Council is Arizona's premier trade association for science and technology companies. Recognized as having a diverse professional business community, Council members work towards furthering the advancement of technology in Arizona through leadership, education, legislation and social action. The Arizona Technology Council offers numerous events, educational forums and business conferences that bring together leaders, managers, employees and visionaries to make an impact on the technology industry. These interactions contribute to the Council's culture of growing member businesses and transforming technology in Arizona.

To learn more about the Arizona Technology Council, please visit www.aztechcouncil.org.



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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.

Lean 6 Sigma Courses & Certifications

SWAE is excited to announce new Partners and Lean Six Sigma Courses and Certifications!

In order to best serve our stakeholders in multiple states and to provide different learning platforms, SWAE is proud to partner with 3 separate organizations offering Lean 6 Sigma Courses and Certifications.

- **In-person classroom training** - Las Vegas Lean Six Sigma
- **Blended Live Online training** - The Performance Management Group
- **Online training** - MoreSteam

***Member Discounts are offered for select courses.**



Visit our [Lean 6 Sigma page](#) to find out more information about each course offering.

Upcoming Workshops & Events

Baldrige 101

Workshop Date: April 22, 2015 from 1:30-5:00pm
Instructors: Stacy Harley, Scottsdale Medical Imaging & Gloria Diaz, AHCCCS
Location: Arizona Technology Council / SWAE Office
2800 North Central Ave. Suite 1920
Phoenix, AZ 85004
Offered: In person or via Webinar
SWAE Members = \$100 Non-Members = \$150
GROUP DISCOUNTS AVAILABLE
[Registration Form](#)

Intel / SWAE MAPS Mentoring Meeting

Date: April 27, 2015
Time: 10:00-11:30 a.m.
Location: Intel Corporation
5000 W Chandler Blvd. Bldg. C-6, Room 106
Chandler, AZ 85226
Cost: NO CHARGE
RSVP: to Karen Shepard at 480-874-5815 or
kshepard@swae.org

Measurement, Analysis & Results Training

Workshop Date: Wednesday, May 6, 2015
Time: 1:30-4:30 pm
Instructors: Keith Dompier, Sr. Supplier Quality Engineer- Intel
& Carla Carter, President- Carla Carter & Associates
Location: TBD
Fee: \$75 for SWAE members, \$100 Non-members
[Registration Form](#)

Lean Foundation Workshop

Workshop Date: Friday, May 29, 2015
Time: 1:00-4:00 pm
Instructor: Jim Zurn
Location: TBD (Webinar Available)
Fee: \$75 for SWAE members, \$100 Non-members
[Registration Form](#)



Baldridge & Alliance for Performance Excellence Updates



Learn. Share. Connect.

The Baldridge 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/>

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CBIZ SERVICES: Accounting, Outsourcing and Financial Advisory
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Baldridge State Impact Data Sheets

About the Baldridge Performance Excellence Program

Created by Congress in 1987, the Baldridge Program helps organizations improve and succeed in the competitive global marketplace. It is the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. In collaboration with the greater Baldridge community, the Baldridge Program offers a systems approach to organizational excellence, award-winning leadership development, self-assessment tools, organizational assessments by teams of trained experts, presentations and workshops on how to improve, and conferences and other events that showcase best management practices.

Baldridge in Arizona

- 2 Arizona applicants for the Baldridge Award (2005–2014)
- 8 Baldridge examiners from Arizona volunteered over \$122,000 in services in 2014.

Baldridge in Utah

- 2 Baldridge examiners from Utah volunteered over \$30,000 in services in 2012.



Baldrige State Impact Data Sheets continued

AHCA/NCAL National Quality Award Winners in Arizona, Nevada & Utah

The [AHCA/NCAL National Quality Award Program](#) provides a pathway towards performance excellence for providers of long term and postacute care services. The program is based on core values and criteria of the Baldrige Performance Excellence Program.

Arizona

- The Forum at Tucson (2014, Bronze)
- The Gardens of Scottsdale (2014, Bronze)
- Desert Cove Nursing Center (2013, Bronze)
- Estrella Care and Rehabilitation Center (2013, Bronze)
- Prestige Assisted Living at Claremont (2013, Bronze)
- Prestige Assisted Living of Lake Havasu City (2013, Bronze)

Nevada

- Prestige Assisted Living at Henderson (2014, Bronze)

Utah

- South Davis Community Hospital (2014, Gold)

Southwest Alliance for Excellence

The Alliance for Performance Excellence (<http://www.baldrigepe.org/alliance/>), a network of regional, state, and local Baldrige-based programs, serves organizations from all industry sectors and nearly all U.S. states. These programs rely on the Baldrige Program for the Baldrige Excellence Framework and other resources but operate without financial support from the Baldrige Program. The Southwest Alliance for Excellence (SWAE; <http://www.swae.org/>) is a 501(c)(3) non-profit corporation that advances improvement and excellence in organizations, communities, and individuals throughout [Arizona](#), [Nevada](#), and [Utah](#). SWAE empowers organizations to pursue performance excellence, improve outcomes, and contribute to the economic strength of their community and state.

2013–2014 Arizona Award Recipients

- Arrowhead Hospital (Pioneer Award for Excellence)
- Arizona State Retirement System (Showcase in Excellence)
- Deer Valley Unified School District (Showcase in Excellence)
- Laboratory Sciences of Arizona/Banner Health (Showcase in Excellence)
- Scottsdale Healthcare (Showcase in Excellence)
- Town of Gilbert Fire Department (Showcase in Excellence)
- University of Phoenix (Showcase in Excellence)
- Yuma Regional Medical Center (Showcase in Excellence)

2014 Nevada Award Recipient

- City of Henderson (Pioneer Award for Excellence)

Read [more evidence that Baldrige Criteria help organizations perform better.](#)

Baldrige Insights

If You Want to Build Trust, Collect Trash

Organizations that have trust in leaders and trusting employee relationships outperform “non-trusting” organizations. Yet scandals such as those at Enron, WorldCom, and Parmalat, as well as those involving leaders at charitable organizations and in government at all levels, have contributed to a crisis in ethics and lowered trust in CEOs and other senior leaders. Some of the stories make national headlines, but many more don’t.

Consider this trust-buster that has occurred in many companies: The company embarks on a Lean Six Sigma effort to reduce cost, cycle time, and waste. The program is very successful and the reward for the employees who streamlined processes is firing because they are no longer needed for the jobs they used to perform. This happens despite company core values that include “respect for our associates.” Does this or a similar story sound familiar? Have you witnessed it in an organization you know?

How significant is the lack of trust in leaders today? Data substantiate the severity of the lack of trust and that it is an ongoing concern. In a [2003 Towers Perrin study](#) of 1,000 working Americans, communications about the company’s strategy, performance, and competitive challenges were viewed as credible by less than half the employees and appeared dishonest to roughly 25% of the employees. In a [2009 paper by Stephen Covey](#), he reported that only 49% of employees trust senior leaders and only 28% believe CEOs are a credible source of information. In [research by Ken Blanchard](#) (published in 2010) involving more than 1,000 leaders, 59% indicated they left an organization due to trust issues, citing communication and dishonesty as key contributing factors. In the [2014 Edelman Trust Barometer](#), only 20% of general public respondents trusted business leaders to tell the truth and make ethical and moral decisions. What’s more, in his 2009 paper, Covey reported that in 2004 the cost of complying with federal rules put in place due to lack of trust was \$1.1 trillion, more than 10% of that year’s gross domestic product. So, in addition to there being a moral incentive, there is a strong business incentive for improving trust within organizations.

Let’s take a look at how new leaders can generate trust, how all leaders can further build trust, and some data on beneficial outcomes of establishing trust in the workplace. My comments that follow are based on both personal experience and my synthesis of the ideas of numerous thought leaders and CEOs.

How New Leaders Can Build Trust

Following are six key actions I believe new leaders can take to establish early trust as committed, ethical leaders.

1. **First, Listen.** When [Jim Dougherty took over as CEO of Intralinks](#), the company was losing money at a rapid rate and survival was in doubt. By the end of his first year, revenue was up 600%, burn rate was down by 75%, and the company had successfully raised new capital. Dougherty spent his first day on the job listening to client support calls in the call center. He used the time to meet employees and listen to customers. He spent up to half his time during the first few weeks meeting people and listening with notepad in hand. He asked employees what they would do if put in his shoes. He also asked about the biggest barriers and the biggest opportunities the company had. Listening as a new leader shows that you care about employees’ opinions, that you value their input, and that you want to hear the truth.
2. **Discuss Values, Not Vision.** As you meet employees and other stakeholders, share your values; relate them to company values. Make it clear that you are values-driven by sharing how your past actions have been affected by your values.

Go to [Blogrige](#) to read more



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.”


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BALDRIGE IN BRIEF
Accelerating Excellence™

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.

All three versions of the 2015 – 2016 Criteria are now available – Business/Nonprofit, Education, and Health Care. <http://www.nist.gov/baldrige/publications/criteria.cfm>

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?)

And speaking of data, I'll be presenting a workshop on data visualization techniques ("Seeing is Believing: A Guide to Data-Driven Storytelling") at the 2015 Excellence in Tennessee Conference on February 17. <http://www.tncpe.org/excellence2015/>

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.



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One Good Idea by Joe Tate & Wayne Foraker February 2015

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,”¹ 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 Auditing² 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

1. The U.S. Department of Education, “A Test of Leadership—Charting the Future of U.S. Higher Education,” 2006, www2.ed.gov/about/bdscomm/list/hiedf/uture/reports/final-report.pdf.
2. The Institute of Internal Auditors, “International Standards for the Professional Practice of Internal Auditing (Standards),” 2013, <https://na.theiia.org/standards-guidance/mandatority-guidance/pages/standards.aspx>.

QP

WAYNE FORAKER is a continuous process improvement manager for Scottsdale Lincoln Health Network, and was previously senior director of institutional quality at the University of Phoenix. Foraker is a fellow of the Baldrige Performance Excellence Program, a certified Six Sigma Green Belt and a lean Six Sigma sensei from Villanova University in Pennsylvania. He holds board of director positions with the Southwest Alliance for Excellence and the California Council for Excellence.



JOE TATE is the quality control manager for the office of student records at the University of Phoenix. Tate holds an MBA from the University of Phoenix and a master of arts degree in English from Northern Arizona University in Flagstaff. An ASQ member, Tate is a certified quality auditor and is a member of the Southwest Alliance for Excellence 2014 Board of Examiners.





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SUMMER ISSUE RESERVATION DEADLINE: JUNE 15, 2015

2015 Program Calendar

Date	Who	Where	Task/Item
Mar 12 & 17	Potential Examiners/ Applicants	Phoenix / Scottsdale Webinar TBD	Performance Excellence Program Informational Sessions (3/12 - 6:00-8:00pm) (3/17 – 11:30am-1:00pm)
Mar 24 (Part A) Mar 31 (Part B)	Process Level Applicants	AZ Technology Council (Phoenix & Webinar)	Workshops- Making Your Process Level Application the Best It Can Be (Part A 1:00-3:00 pm) (Part B 1:00pm-5:00pm)
May 4	Applicants	SWAE Office	Completed Intent to Apply forms due
May 15	Potential Examiners	SWAE Office	Examiner Applications Due for Performance Excellence Program
May 22	Introductory Examiners*		(TBD) Pre-work for Introductory Examiner Training sent out - bring completed to Introductory training (* Introductory = 2 or less yrs of examiner experience w/in last 3 yrs)
June 4 7:30 AM – 5 PM	Introductory Examiners*	University of Phoenix - Tempe & Webinar	Introductory Examiner Training (Offered via webinar; Introductory Examiners MUST take June 4)
June 12	All Examiners		(TBD) Pre-work for Stage 1 Examiner Training sent out-mandatory for all examiners; bring completed to Stage 1 Training
June 18 7:30 AM – 5 PM	All Examiners	University of Phoenix - Tempe & Webinar	Examiner Stage 1 Training Session (Offered via webinar; ALL examiners MUST take June 18 (includes initial Software training TBD)
July 8-9	All Examiners	University of Phoenix - Tempe & Webinar	Examiner Stage 2 & 3 Training Session – 2 days / both days mandatory (Offered via webinar)
July 10	Applicants	SWAE Office	Completed Awards Applications due
July 13-16	SWAE		Selection of Examination Teams, Leads, & Mentors
July 17	SWAE		Distribute applications and supporting materials to examination teams
July 16	Lead Examiners & SWAE	Webinar	2-3 hours Lead & Software Training; Site Visit Responsibilities; and initial applicant contact
July 20- Aug 9	Examiners		Stage 1 - Independent Review of Applications
Aug 6 (tent. date)	Applicants	TBD	Workshop – “How to Prepare for a Site Visit” (1:00pm-3:30pm)
Aug 10- Sept 13	Examiners & Mentors		Examiners Stage 2 – Team Meeting (1-2 days) & Consensus report completed
Sep 14	Lead Examiners	SWAE office	Consensus scorebooks & scoring sheets with mentor review due
Sep 14-20 or 27	Examiners & Mentors		Site Visit Preparation
Sep 21-25 & Sep 28- Oct 2	Examiners/ MentorsApplicant		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	TBD	Panel of Judges Training
Nov 13	Judges	TBD	Stage 4 - Panel of Judges Meeting
Nov 14 – 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-selection
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
Jan/Feb. 2016	SWAE	TBD	Recognition Banquet for Recipients and Volunteers

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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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