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THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

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“Enhancing the Growth and Sustainability of Baldrige Focused Programs”

www.baldrigepe.org



A Message from the Chairman

Brian Lassiter, Chair
Alliance for Performance Excellence
(Minnesota, North & South Dakota)

Our World Is Still Changing: Come to the Alliance Fall Workshops to Move the Alliance, Enterprise Forward

Hello state/local directors and stakeholders of the Alliance:

Last fall, the Alliance came together for our annual workshop with the theme centered on change – change in the Alliance, change in the Baldrige Enterprise, and change in each of our individual programs. We had very high attendance (82% if I recall!), and we tackled some meaningful issues (like standards for the top level awards, examiner training requirements, sponsorship ideas). We also established some principles to help us manage through our time of change – agreeing to concepts like assuming positive intent, which has helped us build trust and facilitate cooperation between our programs and between the Alliance and our partners.

Well, the world is still changing – perhaps even accelerating. We’ve made good progress as an Alliance and Baldrige Enterprise in the last year, and we have several significant efforts underway to promote better alignment – and in some cases, integration – among state programs and between the Alliance and our Baldrige Enterprise partners (BPEP, Baldrige Foundation, and ASQ). Our upcoming fall workshop September 10-11 is an opportunity for the Alliance to focus on another set of key issues facing our programs, and I hope that most – if not all – Alliance member programs can attend to participate in these discussions. Alliance leadership has again agreed to provide travel expense reimbursements up to \$400 per Alliance member program for those in need, in hopes of encouraging high participation rates.

The workshop is September 10-11 in Lisle, Illinois (about 25 miles west of Chicago); there is a Baldrige Regional Conference September 12 Baldrige Regional Conference in the same location. Our general schedule is as follows:

- Alliance board will meet Tuesday, September 10 from 10:00 AM to 12:00 PM noon CT, in advance of the Alliance workshop. All Alliance members are invited to attend, and some key updates on Alliance and Enterprise work will only be addressed during this discussion.
- The Alliance workshop will start at 1:00 PM on Tuesday, September 10 and that afternoon we plan to focus on marketing/branding, key issues facing the Enterprise, the Alliance, and each of our individual programs. We will hear from several marketing/branding experts, and then will have time to discuss the implications to our programs and the collective Enterprise. We may also have a chance to reflect on emerging branding standards that the Enterprise is working on, in an effort to leverage the collective asset we all share in the “Baldrige” brand.
- We will have an informal dinner/gathering Tuesday night.
- The morning of September 11 will focus on fundraising, and the Baldrige Foundation will provide some knowledge and tools to set the context for our collective Enterprise/BPEP fundraising initiative as well as provide some resources for each of our individual fundraising efforts.

Message from the Chairman

- The afternoon of September 11 will focus on a few select other Enterprise issues, likely the integrated examiner training effort and possibly the lower-level Awards and assessment processes. Those details are still being worked on by the workshop planning committee.

We are staying at the Wyndham Lisle-Chicago Hotel & Executive Meeting Center: 3000 Warrenville Road, Lisle, Illinois 60532. Rooms have been reserved at the special conference rate of \$109 plus applicable taxes. To receive the conference rate, please reserve by August 21, 2013. To make reservations, call the hotel at 1-630-505-1000 or 1-800-WYNDHAM and reference the Baldrige Regional Conference Group. To reserve a room online, go to www.wyndham.com/lisle. Select Reservations and click on Special Rates & Codes. Enter group code 0909722BAL.

If you have any suggestions or input for the workshop planning committee, please contact any of the committee members: Darcy Davidsmeyer (chair, IL), Karen Shepard (AZ), Wayne Foraker (UOP, at large), or me (MN). Make your travel arrangements soon and plan to join us in the Windy City for a productive few days of planning, strategizing, and decision making as we continue to move our Alliance and Enterprise forward.

Brian Lassiter
Chair, Alliance for Performance Excellence (Minnesota)

“Enhancing the Growth and Sustainability of Baldrige Focused Programs”

www.baldrigepe.org

Baldrige Updates

Updates on Baldrige Enterprise Teams

- Enterprise Leadership Team: No update provided
- Fundraising Team: See below
- Alliance Best Practices (formerly Award Process Standardization Team): See below
- Integrated Examiner Training Team: No update provided
- Marketing, Promotions, and Communications Team: See below
- Enterprise Integration Team: No update provided

Fundraising Team (Team Leader: Kellie Glenn; Goal: Raise money to sustain the Baldrige Program)

- Hired Gina Mapou to fill the position of Associate Director of Research and Prospect Management, an integral role in the Office of Development. Gina will start on July 25.
- Completed gift acceptance and recognition benefits policies to be ratified at the Foundation board meeting July 17.
- Submitted RFPs to key firms for marketing and communications support. Follow-up interviews will take place over the next two weeks.

Award Process Standardization Team (Team Leader: Bob Fangmeyer/Darcy Davidsmeyer; Goal: To drive consistency of process and quality across the Enterprise)

- Completed its original charter of identifying minimum standards for Alliance member programs’ top-level awards and has been reconfigured and renamed the “Alliance Best Practices” team.
- Still finalizing its new charter but intends to focus on identifying and sharing best practices around the lower-level awards. Darcy Davidsmeyer (IL) is the new lead for this team.

Marketing, Promotions, and Communications Team (Team Leader: Katie Rawls; Goal: Ensure consistent messaging about the Enterprise)

- Exploring ways to connect Alliance programs with ASQ Sections and ACHE Chapters.
- ASQ reviewing its Baldrige Web landing page and how to beef up the content, including adding content about Alliance programs.
- Worked with The Alternate Board (TAB) on a survey. Four TAB facilitators expressed interest in Baldrige; discussing ways to move forward with them.
- Reviewing and updating charter.

Alliance for Performance Excellence

Upcoming Dates

Leadership Committee Meeting.....2nd Thursday of every month, 3-5:00 PM Central Time
(August 8, October 10, November 14, December 12)

Board Meetings.....September 10 (Regional Conference, Chicago, IL)

Alliance Meetings.....September 10 & 11 (Regional Conference, Chicago, IL)

Governance Committee

Submitted by Lynn Tomaszewski

The current activities of the Governance Committee have focused on the election for Board members.

The Alliance for Performance Excellence Nominating Committee is accepting nominations for the 2013 elections process to fill up to five positions. These positions will be for a 3 year term beginning in 2014 and ending in 2016.

Nominations should be submitted to the Governance/Nominating Committee members, kshepard@arizona-excellence.com and wayne.foraker@phoenix.edu by July 29. Vetting of the nominees will be conducted from July 18 through August 8. The final ballot will be circulated on August 9 with a voting deadline of August 30.

The Board Officer election process will commence in mid-September. Detailed information will be distributed at that time.

Alliance Resources: Additional Award Option

Submitted by Mike Belter

An Additional Type of Award Program

Would you like to attract more organizations to participate in your Baldrige-focused program? Would you like the opportunity to invite more employees of these organizations to your annual award ceremony and/or state conference? Would you like to introduce more organizations to the Baldrige processes through a mechanism that they may already be doing? And finally, would you like to generate more revenues for your program?

Well, the Southwest Alliance for Excellence (SWAE), formerly the Arizona Quality Alliance (AQA), has a turn-key solution for you. It involves Baldrige, team process improvement projects and the ability to involve more organizations in your program.

For several years, SWAE has offered the Showcase for Excellence awards program. It allows a team-based improvement project of a major work process or system to be evaluated in a Baldrige context.

- SWAE developed a Baldrige-lite criteria consisting of a Process Context (an abbreviated Organizational Profile), the Process (Item questions focusing on process) and the Process Results (Item questions where the team provides results).
- SWAE trains examiners for the Showcase awards in a similar process as with a full application – the examiner team is essentially doing two items instead of 17.
- Teams consist of a Lead and two other Examiners, and conduct an Independent Review, then a Consensus Review, followed by a half-day Site Visit to the organization's improvement team. The team produces a draft Feedback Report after concluding the site visit.
- The SWAE Panel of Judges reviews the Showcase Feedback Reports and scoring, and selects the award recipients.
- Meanwhile, the examiner Lead, Lead Judge and SWAE staff edit and finalize the Feedback Report that provides a quality evaluation to each participating organization.
- Showcase for Excellence Award recipients celebrate their accomplishments at the SWAE annual award ceremony.

SWAE has developed program descriptions, pricing and examiner training materials. Either Scorebook Navigator or BOSS can be used in the Showcase processes.

Now SWAE is not the only Baldrige-focused program having a team award process. The California Council for Excellence (CCE), Florida Sterling Council and Granite State Quality Council (GSQC) also offer team quality awards. CCE and GSQC use the ASQ-ITEA criteria, and their award recipients participate in the national ASQ award program.

Something to consider adding to your program's products and services.

Alliance Resources: Web Promotion

Submitted by Brian Loebig

Promoting Small Business on the Web:

The beauty of the internet for a small business is that it is a great equalizer for businesses of all sizes. A small business can promote itself using the same tools that a big business uses without spending big business prices. There is a wealth of free and low cost promotion-related resources on the web. The trick is finding the right ones and having enough time to learn, navigate and connect your business with these resources. The following is an overview of key sites where a wide array of businesses can enhance promotion efforts on the internet.

- **Google Places** (<http://www.google.com/places>)

This is often the first and most important location a local business should list or claim their existing business listing. If you have a physical store or business location Google Places is key to ensuring you can be found by your customers since the listing is tied into Google Maps.

- **Local City Directories** (e.g. <http://directory.richmond.com/VA-Richmond>)

Most midsize and larger cities have popular city directories that promote local business. Richmond.com is a directory operated by the city's largest daily paper, the Richmond Times Dispatch. Free business listings on this site allow users to add phone numbers, business hours, types of payments accepted and categories associated with the business.

- **SuperPages.com** (https://yellowpages.superpages.com/profiler/login_import.jsp)

Super Pages is the internet version of the traditional yellow pages phone book. Similar to Google Places, many existing businesses are already listed in the Super Pages directory. If your business is listed you just need to "claim" your business and update the listing.

- **Yahoo Local** (<http://listings.local.yahoo.com/>)

Yahoo Local is an important site to list a business since it is connected to the second largest search engine on the web. Basic/free listings include phone, address, website, store hours, products and services.

- **PR.com** (<http://www.pr.com/promote-your-business>)

PR.com is a free press release site where you can announce the opening of your business, new service offerings, etc.

To see a more comprehensive list of local directories and their descriptions view the complete article at: <http://theinkblog.net/2011/11/04/promoting-small-business-on-the-web/>

Welcome to Alliance's First International Member

Submitted by Bill Denney

Welcome to Max India Group, The Alliance's First International Member

The Alliance is pleased to recognize Max India Group as a new member. Max has been using the Baldrige Criteria for three years, internally called The Max Performance Excellence Framework (MPEF). Baldrige is being strategically deployed across all its divisions—Max Life Insurance, Max Bupa Health Insurance, Max Specialty Films (a manufacturing company), Max Healthcare (an eleven hospital system), Antara (a seniors living community) and a planned medical and nursing school.

As our first international member, we hope to learn as well as share approaches in the use and deployment of The Baldrige Criteria. This new membership reminds us that we are part of a worldwide deployment of Baldrige and pursuit of excellence. Now we can reach out to colleagues around the world who are on the same journey, and learn from each other how we can better enrich the experience of our own applicants and customers. More about Max can be found at www.maxindia.com.

The Max membership is coordinated at their business by Prashant Hoskote, Senior Director of Quality & Service Excellence—phoskote@maxindia.com. You may find interesting this recent article about Max: http://articles.economictimes.indiatimes.com/2013-06-28/news/40255801_1_max-life-insurance-max-healthcare-director-rahul-khosla.

Please welcome Prashant and Max as an Alliance colleague.

Alabama

Submitted by Samuel N. Addy, Ph.D., The University of Alabama

University of Alabama Business School Brings Back Alabama Quality Awards Program

The Culverhouse College of Commerce at The University of Alabama has decided to revive the Alabama Quality Awards (AQA) program on an ongoing sustainable basis. The AQA program was suspended due to the need to rebuild the Alabama Productivity Center (APC), which hosted the AQA, and place it on better financial footing. The Center has new leadership and staff and renewed focus on its core mission of providing hands-on experience for students with a service mission to industry that positively contributes to economic development in Alabama. The Center's successes have allowed the Culverhouse College to restart the AQA program and we look forward to using the Baldrige criteria to help Alabama businesses enhance their productivity and profitability.

Arizona, Nevada & Utah (now Southwest Alliance for Excellence)

Submitted by Karen Shepard, Executive Director

Our New Logo

In the last newsletter, we were pleased to announce our new name: **Southwest Alliance for Excellence (SWAE)**

Now after much deliberation and consulting with branding experts about how we would visually represent ourselves moving forward, we are happy to reveal our new board-approved logo. (See right.)



We hope you are as excited as we are about this new visual identity for our organization. With the gold star representing the standard of excellence we strive for through continuous improvement, we will continue our mission *to empower organizations to pursue performance excellence, improve outcomes and contribute to the economic strength of their community and state.*

We will be gradually rolling out other new items, such as our website, throughout the year. So, be sure to look out for more updates!

Many thanks to our marketing consultants, designer and board members who contributed to the creation of our new logo. Just for fun, check out our logo history timeline below:



22nd Annual Sterling Conference, Sterling: The Epicenter of Excellence, May 27-30, 2014 (Orlando, Florida)

We are already starting to gear up for the 2013 Sterling Conference being held at the JW Marriott Orlando Grande Lakes. In fact, if you register and pay by **August 15, 2013**, Alliance Members will save \$300 off the standard registration cost. If you are unable to make this deadline we are offering additional discounts to Alliance Members. Please spread the word as we continue to journey into our 22nd year of facilitating performance excellence.

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

- Florida's Education Summit—May 27, 2014
- Florida's Healthcare Symposium—May 27, 2014
- Florida's STEM Manufacturing and Education Forum—May 29, 2014

Six Sigma Yellow Belt, Leadership Development, and Management Assessment Opportunities

This year, the Sterling Council will be adding three new opportunities for our customers and stakeholders.

- **Six Sigma Yellow Belt** - designed to introduce performance improvement tools such as DMAIC and process management, and a new way of thinking of all members of an organization and partners' organizations.
- **Leadership Development** is a battery of courses designed to prepare and develop effective leaders, including a five day leadership academy, process and project management for leaders, and an examiner leadership development track open to both examiners and non-examiners.
- **Management Assessment** has been significantly expanded to meet the needs of developing organizations and continue with organizations that are recognized as Governor's Sterling Award role models for Performance Excellence. The new assessments include the Sterling Horizon, Sterling Explorer, and Sterling Collaborative Assessment.

For additional information and to register for classes, please follow this link: <http://www.floridasterling.com/index.php>.

For additional information on the assessment opportunities, please access this link: <http://www.floridasterling.com/performance-improvement-overview.php>.

On May 6, 2013, Governor Rick Scott and the Florida Sterling Council announced that the Pinellas County Tax Collector is honored with the prestigious Governor's Sterling Award for 2013 and that the Miami-Dade County Parks, Recreation and Open Spaces Department with the Sustained Excellence Award. For 21 years, the Governor's Sterling Award has recognized organizations and businesses in Florida that have successfully achieved performance excellence within their management and operations.

2013 Governor's Sterling Award Recipient

The Pinellas County Tax Collector, serving more than 917,000 residents of Pinellas County, is responsible for the collection and distribution of property taxes, sales taxes, and tourist development taxes, as well as providing motor vehicle and licensing services on behalf of the state through its six branch offices. As an independently elected Constitutional Officer that acts as the county's chief revenue officer, the Pinellas County Tax Collector collects more than \$2 billion in taxes each year and feeds, and distributes that revenue among 64 taxing authorities to fund their services. The Pinellas County Tax Collector is a first-time recipient of the Governor's Sterling Award.

2013 Governor's Sustained Excellence Award Recipient

This award is an annual award to recognize Florida organizations that have previously received the Governor's Sterling Award and are sustaining excellent results, continuing to pursue systematic performance improvement.

Miami-Dade County Parks, Recreation and Open Spaces Department (Miami) operates a large urban park system, managing 260 park properties comprised of active and passive parks, as well as protected, environmentally sensitive

properties, serving 2.5 million residents and 1.1 million residents for the unincorporated area. Miami-Dade Parks, Recreation and Open Spaces was the recipient of the 2009 Governor's Sterling Award, and they are now the first county department to be recognized with the Governor's Sustained Excellence Award.

Announcing the recruiting for the Florida Sterling Council Board of Examiners

The Florida Sterling Council is now accepting applications for the 2014 Sterling Board of Examiners.

New this year, the Sterling Council is integrating **Yellow Belt Six Sigma Certification** as a lead in to the three-day Examiner training. The Yellow Belt program is designed to provide Sterling Examiners:

- A fundamental understanding of Process Management and its role in the Sterling Management Criteria.
- The ability to properly evaluate processes as an examiner.
- The ability to better evaluate the relevancy of Category 7 measures as they relate to Categories 1-6 and the Organizational Profile.

Participants who complete all six (6) modules will receive the Sterling Council Six Sigma Yellow Belt Certification.

For more information, please visit the Sterling Examiner website at <http://www.floridasterling.com/examiners.php>. To take advantage of the special training rates, be sure to register and pay for the training prior to August 16.

Excellence in Missouri Foundation

Submitted by Crystal Burgan, Excellence in Missouri Foundation

A new division of the Excellence in Missouri Foundation is offering professional level certification of Baldrige experience and knowledge. Baldrige InstituteSM will offer certification of Baldrige knowledge at four levels:

- [Certified Functional Baldrige Evaluator \(CFBE\)SM](#)
- [Certified Professional Baldrige Evaluator \(CPBE\)SM](#)
- [Certified Master Baldrige Evaluator \(CMBE\)SM](#)
- Certified Executive Baldrige Leader (CEBL)SM (**available in 2014**)

This new certification program will allow past and present Baldrige Examiners the opportunity to earn professional validation of their performance excellence expertise obtained serving as Baldrige national or state Examiners. Certification candidates must have completed a required number of site visits at their state level or at the national program level to be eligible to apply for the different levels of certification (see [Baldrige InstituteSM](#) website for specific details). Certification is valid for a period of three years, requiring either retest for renewal or advancement through the next certification level. Ongoing education is required during the certification period to maintain the certification. The testing process is designed to validate that certification holders have demonstrated competence in the Baldrige Criteria for Performance Excellence through a combination of practical application of evaluation skills and written exam.

An applicant for Baldrige Evaluator Certification is assessed by validation of his/her knowledge through:

- Education and Documented Baldrige Examination Process Experience;
- Completion of Baldrige Examiner and Certification trainings;
- Baldrige Criteria Competency through Written Examination and Practical Application; and
- Maintenance and/or advancement of Baldrige Evaluator Certification and ongoing development as a state or national Baldrige Examiner.

The Baldrige InstituteSM is now accepting Intent to Certify forms! Please click [here](#) for the form, due by August 1st, 2013, or visit the [Baldrige InstituteSM](#) website.

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

Submitted by Al Faber, President & CEO

WEBINARS

Watch for more details on TPE's popular webinar series for August 22nd and December 12th, 2013. Our August Webinar will feature Janet Johnson, President of Jordan Johnson, Inc. Her webinar will focus on how to develop a strong Results category. In the session, Jan will discuss how to ensure alignment of results to the organizational profile and to the process categories. She will provide hints on how to present your results in an "examiner friendly" format. Additionally Jan will share a category 7 matrix that can be used in development of your application. Additionally, Jan will discuss how to address segmentation throughout category 7. Finally, Jan will talk about the challenge of finding meaningful comparisons.

OPENINGS FOR ADVISING & PARTNERING COACHES

The Partnership for Excellence currently has openings for Advising & Partnering Coaches. Qualified individuals with two or more years of experience as an examiner in a state or national program, and having experience in building an organization's Baldrige program should consider applying for this exciting and rewarding professional experience. A&P Coaches introduce and guide organizations through the development of their Organizational Profile and a 25-Page Abbreviated Application. The program is conducted in two phases, a four-hour workshop that explains the importance of the OP with clear examples using successful organizations as a benchmark, followed by the applicant taking the time they need to write their OP. Once written, coaches provide written feedback to the applicant. Phase two is a second four-hour workshop explaining the remainder of the criteria, followed by the applicant taking the time required to write a 25-page abbreviated application. Coaches then provide written feedback to the applicant identifying strengths and opportunities for improvement. The time commitment is not as demanding as the full examination cycle and helping organizations get started on their Baldrige journey is professionally rewarding and fun! Our experience here at TPE has shown that organizations who complete the Advising and Partnering program are far more successful at writing their full 50-page application. To learn more on how to become an A&P Coach contact Al Faber at (614) 425-7157 or al.faber@partnershipohio.org.

EXAMINER TRAINING

The 2013-2014 Call for Examiners is now posted to the TPE Homepage and applications are due September 20th, 2013. New Examiner Orientation will be offered in both Columbus, Ohio and Indianapolis, Indiana this year. New and returning examiners will have five choices to attend two-day examiner training in November.

- Northwest Ohio, Nov. 4-5, in Leipsic, OH
- West Virginia, Nov. 6-7, in Charleston, WV
- Central Ohio, Nov. 12-13, in Columbus, OH
- Indiana, Nov. 13-14, in Indianapolis, IN
- Southwest Ohio, Nov. 14-15, Cincinnati, OH

ANNUAL CONFERENCE

TPE's annual Quest for Success conference will be held September 16-17, 2013 at the Polaris Hilton in Columbus, Ohio. The 2013 Quest for Success conference will be an unprecedented opportunity for learning and networking with leaders who represent healthcare, business, education, and government/non-profit organizations across Ohio, Indiana, and West Virginia. Concurrent session presentations and workshops will feature former and current TPE Award Winners and Performance Excellence Professionals who will provide clear "take-aways" for you to implement new processes and strengthen the management practices in your organization. The conference hotel is located within walking distance of Polaris Fashion Place, Ohio's premier shopping, dining, and entertainment complex. TPE will also sponsor a "Silent Auction" full of interesting and exciting artwork, sports equipment and memorabilia. Discounted room reservations can be made now online at the Polaris Hilton website. Official conference registration with agenda will be published in late April. Please remember, when you register at the full conference rate your registration also includes one-year's annual dues in TPE!

The conference will provide numerous opportunities to learn about role model best practices, share ideas with colleagues, and benchmark world-class results. Several of this year's Malcolm Baldrige National Quality Award Recipients will be featured as Keynote Speakers. We will also recognize the achievements of all our 2013 TPE Award Winners during the banquet on Monday night.

2013 PARTNERSHIP FOR EXCELLENCE KEY DATES

- August 22nd, TPE Webinar Series at 2:00pm
- September 15th, Annual Golf Classic Fundraiser
- September 16-17, Quest for Success Conference & Awards Banquet
- September 20th, 2013-2014 Examiner Applications Due
- October 1st, Full Application "Intent to Apply" Due to TPE
- October 1st & 3rd, New Examiner Orientation
- November, 2-day Examiner Training, 5 Locations
- December 1st, Full 50-page Applications Due to TPE
- December 12th, TPE Webinar Series at 2:00pm

Performance Excellence Northwest (Idaho, Oregon and Washington)

Submitted by Deborah Ameen, Bruce Requa and Denise Shields

As of July 1, 2013, the founding of the Performance Excellence Northwest (PENW) became official. Idaho, Oregon and Washington, in partnership with the California Council for Excellence and the National Baldrige Alliance, we have launched a regional performance excellence focus!

In 2011, Idaho and Oregon were identified as "States Without a Program" (SWoP) and the Alliance provided the California Council for Excellence (CCE) the opportunity to help formulate a state Baldrige program in each of those states. Deborah Ameen had been serving as one of the current Judges for the California and Washington state programs, was a national Baldrige examiner, and a good choice to lead the effort. Drawing on twenty years of contacts and Baldrige driven energy and determination, Deborah soon collaborated with organizations in the Oregon area and, in June 2013, the Oregon program convened its first retreat. Together with CCE's guidance and support, Deborah worked with a core group of Oregon Baldrige examiners and past recipients to create an Advisory Board which later named her as Executive Director. The first Oregon applicant in over ten years has just submitted its second CAPE Eureka application (after receiving a Silver Level Eureka Award in 2012).

Meanwhile, Bruce Requa and Denise Shields, chairs of the Washington and California state program boards respectively, scheduled national Baldrige training the same week. Bruce could see how the energy of Denise's vision for a regional state concept in the northwest aligned with the regional planning John VanGorkom and Washington's Board had begun. The Washington program was absent an executive director and Deborah was working with all three west states' programs, the timing seemed right. Bruce knew her background and capabilities. Two phone calls later, Washington and Oregon "state" programs merged in favor of a regional concept. The team was cautiously excited as the Alliance needed to bless this variation on the initial arrangement for the CCE SWoP agreement in Oregon and Idaho. At the July meeting, the Alliance board strongly supported the proposal and agreed the new structure, as with all regional programs, would enhance Baldrige program, customer and stakeholder benefits, including:

- Alignment among state programs in order to leverage regional learning
- Reduced costs with one executive director and common Board to provide efficiency
- Increased sustainability due to reduced costs
- Improved clarity due to reduced variability in processes and training
- Overall improvement in the strength of the national Baldrige Alliance structure

Deborah agreed, "We are excited and appreciate this opportunity to better supporting our current customers and developing regional partnerships to support excellence in the Pacific Northwest. Continuing our partnership with CAPE and CCE will help us ensure the success of all western states in the work of promoting Baldrige and performance excellence." If you have questions or suggestions regarding leadership in Idaho, please contact Deborah at deborahameen@gmail.com.

Rocky Mountain Performance Excellence (RMPEX)

Submitted by Kim Griffiths, Executive Director of RMPEX

Rocky Mountain Performance Excellence acquires Scorebook Navigator

In June of this year, Rocky Mountain Performance Excellence, Inc. (RMPEX) completed an Asset Purchase Agreement with IPI Tools, Inc., dba Shaw Resources to acquire all rights to the Scorebook Navigator software. RMPEX officially owns the product and is currently providing online, automated assessment and feedback report generation to several states plus the newly minted member of the Alliance for Performance Excellence, MaxIndia. RMPEX made this purchase decision to provide an option to state programs when considering an automated examination process.

What we have learned over the years is that each state award program wishes to control its own individual teams, award applications, and users (examiners/mentors/judges) while also ensuring complete confidentiality of its information from all other state program and/or commercial users. The Scorebook Navigator is designed to seamlessly provide this.

Select features of Scorebook Navigator include:

Customer-Inspired support: RMPEX personnel provide support with a high bar for timely, collaborative assistance anytime support is needed, including system changes at any time.

State Tiered Programs: Nearly every state award program uses “abbreviated” criteria in addition to the full Baldrige Criteria. States use “modified” scoring guidelines as well. Scorebook Navigator is designed to accommodate tiered programs and each tier can be customized to meet state-specific requirements.

“Private Label” screens: The state program logo can be added to each of the work screens to enhance the brand image of the state program.

Scalability and customizability with evaluation team step sequences (process): Three distinct team step sequences (Enhanced, Basic, & Express) are available. The Enhanced sequence supports key factor consolidation prior to Item Evaluation. More sequences can easily be added as needed; e.g. additional site visit features.

“Jump start” writing of key themes: Examiners, especially seasoned examiners, value having approaches for “jump starting” the writing of Key Themes (KT). All Strength, OFI, and Gap comments in the Process and the Results Categories are grouped together on the left side of the screen to provide context for and compilation of Key Themes.

Preservation of the integrity coupled with reinforcement of the importance of Key Factors: Two different key factor lists (master and “referenced”) enable quick key factor selection. Reporting of Key Factor usage enables “at a glance” reconciliation of the key factors that have/have not been referenced.

Browser enhancements: Scorebook Navigator can be used in many different browser environments including Internet Explorer 10, Chrome, and Firefox.

For more information, please contact Kim Griffiths, RMPEX Executive Director, at kagriff.kg@gmail.com or call 303-916-5696 (cell) or 303-893-2739 (office).

Fashioning New Methods of Engagement: The Examiner T-Shirt

As the Tennessee Center for Performance Excellence continues to grow and improve our program each year, we are always on the lookout for new ways to engage one of the largest and most vital components of our organization – the Board of Examiners.

Serving on the Board of Examiners is not for the faint of heart. In fact, if you ask an examiner why they applied to the board, many will tell you it's because they wanted to challenge themselves, and play a key role in improving their organization and making Tennessee a better place to live and work. Our examiners are deservedly proud of their work and TNCPE is committed to providing them with opportunities to gain recognition for their efforts and dedication to driving organizational excellence in Tennessee.

One of the more unique ways we aim to deliver on that commitment is through our Examiner T-Shirt. Each year, TNCPE designs a free t-shirt exclusively for examiners, featuring a relevant slogan on the back. Inspiration for these slogans is derived from several areas, including the Criteria, current conference themes, or even classic catchphrases from examiner training – like the “So What?” we pose to examiners as they develop strength and OFI comments.

Past slogans include:

2007 - I Contributed to Excellence in Tennessee

2008 - Trust the Process

2009 - So What?

2010 - Make the Most of All Your Moving Parts

2011 - "We are what we repeatedly do. Excellence is therefore not an act, but a habit." - Aristotle

2012 - Building a State of Excellence



Feedback from examiners on the t-shirt has been overwhelmingly positive. While the professional benefits to be gleaned from the training and the program are undeniable, examiners also enjoy capitalizing on a more personal platform to showcase their role as an examiner. Whether off on vacation, running errands, or even working in the yard, examiners are able to slip on a fun t-shirt and easily broadcast their involvement with TNCPE, while also fulfilling their responsibility as a TNCPE ambassador.

In addition, TNCPE designates the last day of examiner training as “Examiner T-Shirt Day,” where we encourage examiners to sport their favorite version of the t-shirt and group photos are shared on the TNCPE Facebook page. Facilitators also give away t-shirts as prizes during each session, so even first-year examiners have opportunities to win a t-shirt and take part in the fun. At a recent training session in Bristol, TN, all six versions of the t-shirt were represented in the class and we snapped a quick photo to share on social media.

We are currently brainstorming ideas for the next Examiner T-Shirt, so keep an eye out for some incredibly well-dressed and engaged TNCPE Examiners on your next visit to Tennessee! To learn more about any of the information listed above, please contact Kelsey Alexander (kelsey.alexander@tncpe.org).

Texas

Submitted by Lynn Tomaszewski, Quality Texas Foundation

On June 24 and 25, Quality Texas Foundation celebrated its 20th Anniversary in conjunction with its annual Texas Quest for Excellence Conference held at the Crowne Plaza Hotel in Addison, Texas. The conference featured five dynamic keynote speakers, 23 learning sessions, exhibitors, and testimonials from leaders in the community shared during the “Celebration of 20 Years” opening session. In addition to the conference, several organizations and individuals were recognized during the award and recognition ceremonies.

The Awards Banquet celebrated the accomplishments of the two 2013 Texas Award for Performance Excellence recipients – Goodwill Industries of Central Texas and Texas Health Resources, receiving awards for the highest level of quality and performance within the state. Several organizations were recognized at the Achievement Level for well deployed, effective, systematic approaches to organizational management, with good performance levels and trends evaluate against industry standards – Alamo Community College District, Boys and Girls Clubs of Puerto Rico, CHRISTUS St. Michael Health System, Methodist Healthcare System, Schertz-Cibolo-Universal City ISD, St. Philip’s College, and MD Anderson Cancer Center Clinical Support Services. A State & Local Appreciation Award from the national Baldrige office was presented to Quality Texas in recognition of two of the four 2012 Malcolm Baldrige National Quality Award Recipients – City of Irving and Lockheed Martin Missiles and Fire Control. Additionally, two local students were honored as recipients of this year’s Quality Texas sponsored Ann Richards Scholarship – Marisa DeGuzman and Julia Hennighausen.



The Lunch Recognition Ceremony celebrated the accomplishments of 11 multi-level applicants, as well as gave special thanks to the Quality Texas Volunteer and Support Groups – Board of Directors, Fellows, Panel of Judges, Training Faculty, Board of Examiners, Conference Volunteers, and sponsors and members.

The 11 organizations recognized at the multi-level were:

Engagement Level – City of Coppell, City of Tyler, Jason’s Deli, Hendrick Medical Center, Taylor ISD, Technology Partners, and Williamson County Auditor’s Office.

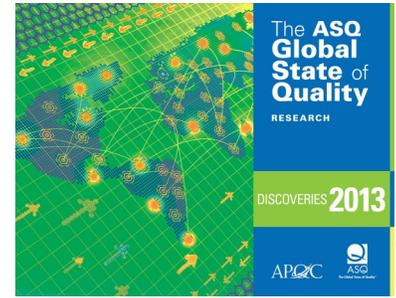
Commitment Level – Dave and Buster’s and Puerto Rico small Business & Technology Development Centers.

Progress Level – Medical Center Health System and Texas Association of School Business Officials.

One year ago, Quality Texas began providing services to the Commonwealth of Puerto Rico. Congratulations to the three Puerto Rico businesses –Boys and Girls Clubs of Puerto Rico, Puerto Rico Small Business & Technology Development Centers, and Technology Partners, Inc.—recognized at the Achievement, Commitment and Engagement Award levels. In addition to celebrations during the Texas Quest for Excellence conference, these organizations were honored during a ceremony conducted on June 27 at the Caribe Hilton Hotel in Puerto Rico. Lynn Tomaszewski, Quality Texas CEO presented the awards to Carmen Marti, Executive Director of Puerto Rico SBTDC, Juan Padilla, Chief Strategy Officer of Technology Partners, and Carlos Perez, Share Services leader of Puerto Rico Boys and Girls Club.

ASQ's Global State of Quality Research sets baseline of fundamental quality

For far too many organizations, it's never been harder to stay ahead — to achieve and sustain results and balance short- and long-term success. Organizational survival means doing more with less, standing out from competitors and unlocking value — all to win the global contest for customers, talent and resources. The ASQ Global State of Quality Research creates a baseline of fundamental quality, trying to understand continuous improvement practices around the world and provide a comparative guide for businesses to improve overall organizational performance.



This first release of the research, Discoveries 2013, uncovered some surprising findings, including that only 68 percent of the nearly 2,000 organizations surveyed for the report share product and service quality with customers. Additionally, only 29 percent of respondents say their organization offers quality training to all staff, and 80 percent of all respondents said quality goals exist in the overall strategy for the entire organization. To learn more about ASQ's Global State of Quality, download the free Discoveries 2013 report, and read about future reports, visit globalstateofquality.org.

Carey Performance Excellence Program

Submitted by Jo Brabson, Carey Performance Excellence Program

The Carey Program has contracted to provide on-line (web-based and instructor led) Examiner training for our program. We approached this with the idea that we must move into the 21st century training formats available, be more fiscally responsible with our funding and reduce the travel and time out of the office for our volunteers. We also felt that for our program that Consensus Review was more important to have as a face-to-face training modality to develop our examiners into teams. Our contract provides the base year and three option years that allows us to tweak the program, update criteria (as needed) and further enhance it as we learn and grow with this. As we understand, we will be the 1st State, National (potentially International) and/or Government program to implement this and we're very excited to lead the way.

ADLI

Submitted by Kay Kendall

Not Just For Scoring Guidelines Any More!

I know that some speakers at conferences only show up for their session. Not me! I want to soak up all the learning that I can from the other speakers and gain insights from the other attendees. I was recently a speaker at the Texas Quest for Excellence Conference. What a great lineup of speakers, which created quite a challenge for me in choosing between the options among the concurrent sessions.

One of the speakers was Aaron Bujnowski, Senior VP Strategy and Planning from Texas Health Resources (THR), one of two 2013 recipients of the Texas Award for Performance Excellence. While his whole presentation was excellent, I was particularly intrigued by his discussion about using the ADLI framework as a senior leader. For me, ADLI has been a useful mnemonic device for remembering the scoring dimensions for Process Items in the Baldrige Criteria – Approach – Deployment – Learning – Integration. However, Aaron talked about using ADLI for the THR Strategy Development and Implementation Process. I was suddenly struck by the power this could have for senior leaders across sectors and industries. Imagine if organizations assigned process owners for their key processes. Instead of having processes evolve by happenstance, these process owners would intentionally design them to systematically meet the requirements of key customers and stakeholders (Approach), ensure that they were communicated to the applicable members of the workforce and suppliers/partners/collaborators (Deployment), regularly evaluate and improve them (Learning), and connect them with other key processes and systems (Integration).

As examiners and judges, we see many organizations that only consider ADLI when it comes time to prepare a Baldrige or Baldrige-based application. Many of these senior leaders never make the connection between using this framework to write an application to the way to manage their organization for excellence. Is it time for you to think about leading your organization in a new way?