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THE ALLIANCE FOR PERFORMANCE EXCELLENCE NEWSLETTER

THE PREMIER RESOURCE FOR A THRIVING BALDRIGE COMMUNITY

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“Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”

www.baldrigepe.org/alliance



A Message from the Chairman

Brian Lassiter, Chair
Alliance for Performance Excellence &
President of the Performance Excellence Network (MN, ND & SD)

July, 2014

See You in September:

Alliance Fall Workshops Concurrent with Minnesota Regional Conference

Hello fellow Alliance members:

Things are still moving within the Alliance: we continue to change to reflect our new reality as a partner in the Baldrige Enterprise, and we continue to grow and strengthen to fulfill our mission of supporting our Baldrige-based member programs. In the March newsletter, I outlined some significant changes we have made in the last couple of years. And since March, we have continued to transform and grow:

- We participated in a pilot to host one week of integrated examiner training (BPEP and states) in California.
- We continue to partner with BPEP to create an integrated examiner training curriculum, which will bring consistency in how we train examiners nationwide.
- We have strengthened our collaboration with the Baldrige Foundation, agreeing to some principles that will guide the collaborative fundraising effort (and which have resulted in the first example of benefit to a state program: \$5000 to Michigan coming nearly out of the blue!!).
- We have welcomed Al Faber as new president/CEO of the Baldrige Foundation, which no doubt will accelerate our partnership with the Foundation (more information in an article later in this newsletter).
- We are exploring a partnership with CMS/HRSA to bring our Awards/assessment to rural and Critical Access Hospitals across the US (more details at the fall Alliance meeting!).
- We are exploring a partnership with a company that provides a proven, successful Baldrige-based product to the marketplace – a partnership that could bring revenue to each of our programs (more information at the fall Alliance meeting!).
- We have implemented new changes in our partnership with BPEP to bring more ownership, more accountability to managing the Baldrige Regional Conferences; we have also approved a new revenue sharing agreement to provide “commission” to programs who have groups attending from their states.
- We are exploring how to support both BOSS and Scorebook Navigator for Alliance member programs.
- We have updated our technology for the Alliance, both in how we email each other and in how we store/access Alliance documents.
- And, we have made some changes within the Alliance itself to position ourselves for growth: we changed the Alliance membership structure, allowing for additional members to join the Alliance, and we (the board) just approved revisions to our membership policy to reflect our new member strategy.

Message from the Chairman

Our upcoming fall workshop will coincide with the Minnesota Baldrige Regional Conference – I hope that most, if not all, member programs can attend so that we can explore further changes as well as share best practices across our programs. Our schedule is as follows:

- Monday, Sept 22
 - Morning – travel
 - Afternoon – Alliance meetings
 - Evening – optional (but organized) Alliance dinner
- Tuesday, Sept 23
 - All day – Baldrige Regional Conference
 - Mid-day – Alliance board meeting
 - Evening – dinner on your own
- Wednesday, Sept 24
 - Morning – Alliance meetings
 - Afternoon – travel

The Alliance Leadership Committee decided on this format to 1) reduce meeting time (we're all busy people!), 2) wrap our meetings around the conference so that state directors would have three days' commitment rather than four or more, and 3) avoid requiring most to travel on Sunday. The conference will be at the Doubletree by Hilton in Bloomington, MN (about 10 miles southwest of Minneapolis and 10 miles due west of the airport). Feel free to book your travel and make arrangements to attend the conference and the Alliance meetings; rooms have been reserved at the special rate of \$119/night (must be booked by Sept 1). Information on booking is at <http://www.nist.gov/baldrige/regionals/location.cfm>.

And don't forget to promote both conferences (the California conference is in LA Sept 9 – information on both conferences is at <http://www.nist.gov/baldrige/regionals/index.cfm>). Earlier this summer, Scott Kurtz from the BPEP office sent promotional materials for you to use to earn your complimentary ticket.

If you have any suggestions or input for the workshop, please let any of the Alliance officers know (Liz Menzer, Anne Warner, Geri Markley). Make your travel arrangements soon and plan to join us in Minneapolis for a productive few days of planning, strategizing, and decision making as we continue to move our Alliance and Enterprise forward.

Brian Lassiter, Chair

"Enhancing Our Members' Ability to Grow Baldrige-based Performance Excellence"

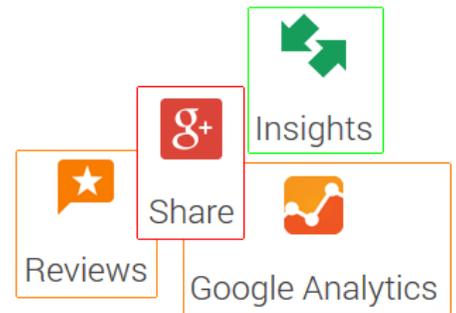
www.baldrigepe.org/alliance

Alliance Resources

Submitted by Brian Loebig, Alliance Technology Manager, www.twitter.com/brianloebig

Google My Business Optimization

Google Plus, Google Places, Google Plus Local, Google Places for Business... when will the variations end!? Hopefully this diversity of Google business account information has just ended with the introduction of Google My Business. Google My Business integrates the Google business page, reviews, map stats, insights and analytics into a single dashboard.



Follow the proceeding steps to maximize the use of your Google My Business account!

1. Visit www.Google.com/Business
2. Enter your Google Places for Business passcodes (aka: Google Plus Local)
3. Click “manage this page” and review your listing. Google may suggest that you add photos in order to consider the listing 100% complete.
4. Google may have also updated your business information based on “user reports and our data.”
5. Review the changes to ensure accuracy or to make updates.
6. Google will identify potential duplicate listings of your business. If there are duplicates it is often best to remove the one with the least amount of reviews.
7. On the “My Business” drop down menu, visit your Google Plus Business page to make sure the information is accurate and complete.
8. Connect your Google Adwords, Analytics and YouTube Channel from the Google My Business dashboard. If you don’t have YouTube or Analytics set up. Set them up!
9. Begin the process of inviting followers to your Google Plus page and post updates on a consistent basis. A social media management tool can help make the process more efficient.
10. Develop a process to obtain reviews on your Google page.
11. Use Moz.com/local to evaluate and optimize your online directory listings.

View original post here: www.loebigink.com/google-my-business-seo/

Upcoming Dates

- Leadership Committee Meeting**.....2nd Thursday of every month, 3-5:00 PM Central Time
(2014: August 14, October 9, November 13, December 11)
- Board Meetings**.....July 16 (Teleconference), September 23 (Regional Conference—MN)
- Alliance Member Meetings**.....September 22 (afternoon) & 24 (morning)
Regional Conference, Bloomington, MN
- Regional Conferences**.....September 9 (Los Angeles, CA); September 23, 2014 (Bloomington, MN)

Special Request

Submitted by Karen Shepard, Southwest Alliance for Excellence

Newsletter Request

We are looking for one of the other fine Alliance member programs to take over the Alliance newsletter role starting in 2015. A survey sent out earlier this year indicates members feel the newsletter is of great value for staying in the loop, so it is important that another organization step in to carry on this publication.

The Alliance Newsletter, originally created by the Alliance Marketing Committee, has been bringing you updates from Baldrige, The Alliance for Performance Excellence, as well as member programs since 2008. Southwest Alliance for Excellence has been proud to create and distribute the newsletter for the last five years, but due to a shift in available time and resources, it is time for us to pass the torch.

It is pretty simple and straightforward. The main requirements are:

- The newsletter goes out 3 times per year (March, July and November)
- Send out an initial email requesting submissions and a follow up email reminder
- Compile all submissions and edit full document (We will even provide you the template!)
- Send to the Alliance All Users Google email group

Interested? Contact Karen Shepard at kshepard@swae.org or 480-874-5815.

Alliance Photo Highlights

Submitted by Julia Gabaldon, Executive Director of Quality New Mexico



Alliance Members taking a “selfie” at the 2014 Quest for Excellence Conference



Mike Belter & Curt W. Reimann, Senior Scientist Emeritus and Former Director (1987-1995) of the Malcolm Baldrige National Quality Award



Curt Reimann at the 1995 Quality New Mexico Conference for their “Salute to Baldrige” — also pictured: Midge Baldrige, and Joyce Godwin (former Chair of QNM)

Alliance Library and Google Email Groups

Submitted by Karen Shepard, Southwest Alliance for Excellence

Alliance Library Update

The Alliance Library files have been moved to and organized in [Box.com](#). They are sorted by varying levels of access. (Please do not confuse this with the Baldrige Resource Library [BRL], which can still be accessed through the Alliance website or directly through <http://baldrigepe.org/brl/>.) For more information, contact Anne Warner, anne@gsgc.com or Karen Shepard, kshepard@swae.org.

Google Groups

As you know, we have changed over to Google Groups for our Alliance email lists. This is a much simpler system and we are able to attach documents like a regular email. **Reminder: Only those that are included in a specific list are able to use that email list.** The email lists are contained in the following groups:

- Alliance Board of Directors
- Directors of Member Programs
- Baldrige Enterprise (Includes directors & other staff of Member Programs, Alliance Board, BPEP Staff)
- Alliance All Users (Includes all above lists, some recipients & friends of Baldrige)

If you have any questions, contact Anne Warner, anne@gsgc.com or Karen Shepard, kshepard@swae.org. Thank you!

Baldrige

Baldrige News Updates

Overseers Board Chair Promotes Baldrige Program before House Committee

Dr. Rulon Stacey, chair of the Board of Overseers of the Malcolm Baldrige National Quality Award, spoke of the value of the Baldrige approach to performance improvement before the House Committee on Veterans' Affairs. Stacey was among four U.S. health care leaders and experts included in a panel hearing entitled, "Creating Efficiency through Comparison: An Evaluation of Private Sector Best Practices and the VA Health Care System."

[Continue reading. . .](#)

Learn Using the Latest Baldrige Education Case Study

The Baldrige Program is often asked for examples of how organizations use the Baldrige Criteria for Performance Excellence to improve—whether the organization wants to improve just one area, a certain process and its associated results, or the entire organization from end-to-end.

The 2014 Baldrige Case Study: Buckeye City Schools shows examples (both best practices and early approaches) of how a fictitious K-12 school system used the Baldrige Education Criteria to focus on its strategic challenges, improve student learning and other results, and leverage its core competencies and advantages.

[Continue reading. . .](#)

Baldrige Criteria 101

Students who call the BPEP customer service line often have basic questions about the Baldrige Criteria. To answer these questions, BPEP recently created a “Criteria 101” document that it is sharing with these students, as well as with professors and deans. Please feel free to share and use this information as well. It may be of interest to higher education organizations in your area and to organizations that are new to the Baldrige Criteria.

[Click here for Baldrige Criteria 101](#)

Baldrige Examiner Training—Week 4, 2014—San Diego, CA

Submitted by Megan O’Keefe, California Council for Excellence



The week 4 Baldrige Examiner training participants pose for a picture after completing the course in San Diego, CA. This was the first time in the history of the Baldrige Performance Excellence Program (BPEP) that training has been held outside of its headquarters in Gaithersburg, MD. Mark Shapiro and Sandra Byrne hosted the event on behalf of NIST along with Denise Shields, Chair of the Board for the California Council for Excellence. Larry Winegrad and Jan Garfield provided training to a limited number of state-level examiners who participated alongside the national examiners. A big THANK YOU to the sponsor, National University, who provided host sites and transportation to the training. Congratulations to all who attended this important pilot!!

Register Now for the 2014 Baldrige Regional Conferences!

[Register now](#) for the [2014 Baldrige Regional Conferences](#) in Los Angeles and Minneapolis for a one-day showcase of Baldrige best-practices! The conferences, which will each showcase current and past Baldrige Award recipients, will be held:

September 9, 2014

Sheraton Gateway Los Angeles
Los Angeles, CA

September 23, 2014

Doubletree by Hilton Bloomington-Minneapolis South
Minneapolis, MN



Attend and engage in a day dedicated to improving your organization's performance. The dynamic [conference schedules](#) include an in-depth plenary session featuring senior executives from the 2013 Baldrige Award recipients, 15 interactive management sessions to choose from, and a closing session featuring the leader of a Baldrige Award recipient.

Learn how these role-model organizations achieve high performance and outstanding results in areas such as leadership, strategic planning, customer and workforce focus, operations, and much more! Network with leading practitioners who use the Baldrige Criteria on a daily basis to improve their organizations.

An optional [Pre-Conference Workshop for Baldrige beginners](#) facilitated by a Baldrige Award recipient is available the day before each conference.

**[Register now](#) and [book your stay](#) at the conference hotels!
To learn more, visit the [Regional Conferences Webpages](#).**

Co-sponsored by the [Baldrige Performance Excellence Program](#), the [California Council for Excellence](#), the [Performance Excellence Network](#), and the [Alliance for Performance Excellence](#).

For questions about the conferences, contact the Baldrige Program at 301-975-2036 or baldrige@nist.gov. For registration inquiries, contact Experient at 888-772-1888 (Domestic) or 301-694-5124 (International) or e-mail to NIS@experient-inc.com.



Baldrige Foundation Appoints Al Faber President & CEO

WASHINGTON, D.C. - The Board of Directors of the Baldrige Foundation announced today that Al Faber, president and CEO of the Partnership for Excellence, will become the president and CEO of the Baldrige Foundation effective July 14, 2014.



In this role, Mr. Faber will assume overall responsibility for the operation of the Baldrige Foundation, including all philanthropic, strategic and day-to-day functions. The Foundation's mission is to ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program and to support organizational performance excellence in the United States and throughout the world.

The Foundation's board unanimously approved the appointment of Al Faber to the board of directors and his role as president and CEO. "In Al, we have found a strong, experienced executive who is deeply committed to our mission and the tradition of performance excellence in the United States. Al's leadership experience, education, knowledge, and affiliation with The Alliance for Performance Excellence—our strategic partner of Baldrige-based state programs—make him the ideal leader to take on the challenges and opportunities we face," said Dr. P. George Benson, Chair of the Baldrige Foundation's Board of Directors and former President of the College of Charleston.

Under Faber's leadership as president and CEO for The Partnership for Excellence, headquartered in Columbus, Ohio and serving customers representing over 1.3 million jobs and revenues in excess of \$131.4 billion dollars, is regarded as one of the top-ranked, state-based Baldrige programs in the nation. Previously, Faber served as an Army Colonel and led his organization to two consecutive national awards in the Army Communities of Excellence program using the Baldrige Criteria. He also served on the Board of Directors of the National Guard Association of the United States and their Education Foundation for more than a decade. During that time, he led the strategic planning team which helped the association grow, become more financially successful and to renovate the Memorial Museum in Washington, D.C. Faber holds a Bachelor's degree in Management, graduating Summa Cum Laude from Capital University in Columbus, Ohio; and, a Master of Arts degree in International Relations from the Salve Regina University in Newport, Rhode Island. As a National Security Fellow, he attended the J.F.K. School of Government at Harvard University, and studied International Leadership and Management at the Fletcher School of Law and Diplomacy at Tufts University. Faber's leadership and business background make him ideally suited to lead the next phase of the Foundation's philanthropic mission to build an endowment that ensures the growth and sustainability of the Baldrige Program.

"I am honored to have been chosen by the board to lead the Baldrige Foundation into the next exciting era of philanthropy" said Al Faber. "The Baldrige Program's focus on implementing cutting edge management practices and recognizing world-class performance excellence has established the Baldrige Program and Criteria as the world leader in performance excellence. I look forward to working with our board, staff and our volunteer leaders in driving the growth of the Foundation's endowment."

Florida Sterling Council

Submitted by Pat Sciarappa, Organizational Development Director

23rd Annual Sterling Conference, Sterling: The Epicenter of Excellence, June 2-5, 2015 (Orlando, Florida)

It is not too early to register for the 2015 Sterling Conference and “Bring Your Business to the Big League” to be held at the JW Marriott Orlando Grande Lakes. Attendees rated the 2014 Sterling Conference with a 98% overall satisfaction and attendees gave rave reviews to the new “Speed Learning” Session, the three Certification tracks (Yellow Belt Six Sigma, MBA Lite, and Managing to Win), and the “Ask the Experts” exposition sessions.

In fact, if you register and pay by **August 31, 2014**, Alliance Members will save \$400 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 23rd 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—June 2, 2015

Florida's Healthcare Symposium—June 2, 2015

Florida's STEM Manufacturing and Education Forum—June 4, 2015

For additional information and to register for the conference, click here: <https://egt-nt02.egrouptech.com/confer15.nsf/WebRegistration?>

Six Sigma Yellow Belt, Six Sigma Green Belt & Additional Training Opportunities

The Sterling Council is Florida's epicenter of business quality for assessments, training, and recognition for performance excellence and proven results. The Council provides numerous opportunities to meet the needs of our ever-changing customers and stakeholders.

Lean Six Sigma Yellow Belt & Green Belt Training/Certification Statewide Classes

The Florida Sterling Council is offering statewide Yellow Belt and Green Belt Six Sigma certified training during the summer and fall 2014 and into the winter 2015.

If you are interested in cost savings for your organization, you might want to consider signing up a team for Six Sigma Green Belt certification. 100% of sponsors agree class projects have exceeded ROI expectations and “our employees achieved over \$1 million in annual cost savings to our organization as a result of their Green Belt project, as stated by an Executive level attendee. Finally, our green belt candidates have achieved a **94% certification rate** through the demonstration of applied knowledge. This compares to an industry average of 18% in which the emphasis is on classroom or on-line training rather than hands-on knowledge application. Both our lean six sigma certification programs have averaged over **98% participant satisfaction** for over 1,000 participants in 2014.

For additional information and to register for classes, click here: <http://www.floridasterling.com/index.php>. For additional information on the assessment opportunities, please visit: <http://www.floridasterling.com/performance-improvement-overview.php>.

2014 Governor's Sterling Award Recipients

On May 9, 2014, Governor Rick Scott and the Florida Sterling Council announced the Orange County Public Schools Operations Division and the Walton County Tax Collector's Office are recipients of the prestigious Governor's Sterling Award, and that the Florida Department of Health in Miami-Dade County is honored with the Governor's Sustained Excellence Award. Awarded by the Florida Sterling Council, the Governor's Sterling Award is the highest award an organization can receive for performance excellence in Florida. These coveted awards were bestowed at the 2014 Governor's Sterling Award Banquet at the JW Marriott Orlando Grande Lakes on Friday, May 30, 2014.

Announcing the recruiting for the 2015 Florida Sterling Council Board of Examiners

We are now accepting applications for the 2015 Sterling Board of Examiners. Why become a Sterling Examiner?

Individual Benefits:

- Strengthen your ability to use the Criteria for Performance Excellence in organizational assessment
- Engage in discussions with sector experts of emerging issues affecting different organizations
- Network with peers and enhance your own professional growth

Organizational Benefits:

- Valuable training and experience in employing a systems perspective
- Develop analytical and consensus-building skills that can be applied at your own organization
- Develop a systems perspective that can be applied to your organizations

Take advantage of the Sterling Leadership Development program, become a Sterling Examiner.

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 15.

Partners in Performance Excellence

Submitted by Marta Nichols, Executive Director

Partners in Performance Excellence (PiPEX) recently announced that Colleen Bolton was named as the new Board of Directors Chair and Marta Nichols was named as the new Executive Director. Both Colleen and Marta have served on the PiPEX Board of Directors and as PiPEX Baldrige Examiners and bring a wealth of knowledge and experience to their new roles. Colleen brings senior leadership, relationship, and project management expertise and is certified in quality disciplines and event management. Marta is a certified Six Sigma Master Black Belt and continuous improvement professional with a special expertise in coaching and training to help organizations achieve superior results.



Their leadership carries a tradition formed over 20 years ago when the Massachusetts Council for Quality, Inc. was founded. Since then PiPEX has expanded its services to include New York State, encouraging and assisting both Massachusetts and New York State organizations in pursuing their performance excellence journey through the use of the proven Baldrige principles.

Colleen and Marta share a vision to:

- Increase awareness of Baldrige in targeted communities
- Form strategic partnerships with other alliance members and quality based organizations to ensure mutual sustainability
- Conduct workshops and networking events that incorporate key Baldrige principles and promote the sharing of best practices
- Use social media and new technologies to invite a broader audience to experience the benefits of Baldrige in the states we serve

These initiatives will help support and sustain both the PiPEX program and the national program by increasing visibility to the world class Baldrige concepts.

For more information about Partners in Performance Excellence, please feel free to contact Colleen at colleen@partnerspex.org and Marta at marta@partnerspex.org or visit the PiPEX website at www.partnerspex.org.

The Partnership for Excellence

Submitted by Dianne King

TPE Search for New President and CEO Announced

Earlier this month, the Board of Directors of the Baldrige Foundation announced Al Faber, President and CEO of the Partnership for Excellence (TPE), will become the President and CEO of the Baldrige Foundation effective July 14, 2014. For the full press release follow this link: [Baldrige Foundation](#).

In this role, Mr. Faber will assume overall responsibility for the operation of the Baldrige Foundation, including all philanthropic, strategic and day-to-day functions. The Foundation's mission is to ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program and to support organizational performance excellence in the United States and throughout the world.

The TPE Board of Trustees have been working closely with the Foundation staff to ensure a smooth and seamless transition.

A search committee of TPE board members has been formed and the following position vacancy/announcement is now open to those who wish to apply.

Position Title: President and CEO (*Updated: July 2014*)

Qualifications: Baccalaureate degree required, graduate degree preferred. The ideal candidate will possess strong leadership experience, the ability to effectively manage teams, and inspire and motivate staff and membership. Business experience or at least a strong sense of business acumen will be helpful for leading all member service aspects of the organization. Experience using the Baldrige Criteria for Performance Excellence is also required.

Salary & Compensation: Negotiable, commensurate with experience and qualifications.

Detailed Job Description: Directs the activities and serves as the chief executive officer of The Partnership for Excellence (TPE), the premier state program for the promotion of performance excellence and the development of systematic organizational improvement for organizations in all sectors of the economy. TPE is a volunteer-driven, 501(c)3 non-profit member organization headquartered in Columbus, Ohio promoting the interests of performance excellence throughout Ohio, Indiana and West Virginia. The TPE President and CEO reports directly to the TPE independent Board of Trustees and serves under contract at their pleasure. The President and CEO is responsible for personnel administration, financial management, fund-raising, program development, training, awards-cycle, marketing & advertising, and other day-to-day operations of the organization. The President and CEO functions without direct supervision and is responsible for providing leadership to the organization, funding and other resources for its operation, and management of its extensive volunteer network. The position demands a hands-on doer, uncommon work ethic, and a passion for Baldrige. Other part-time staff positions may be defined and approved by the Board of Trustees, including but not limited to an Administrative Assistant, Training & Operations Assistant, Senior Staff Editor, reporting to the President and CEO.

Essential Duties:

- Leadership & Operational Management
- Operational Functions
- Resource Development
- Outreach and other Marketing Activities

Application Procedure: Those interested in applying for the position must send a signed cover letter highlighting experience and qualifications; and resume, including 3 references to info@partnershipohio.org by the application deadline.

Application Deadline: 5:00 PM (EDT), Friday, August 8, 2014.

Rocky Mountain Performance Excellence & Quality New Mexico

Submitted by Jim Walker, Award Program Director RMPEX

Supporting Quality New Mexico with the Scorebook Navigator

Quality New Mexico wanted to provide to their examiners the advantages of an automated scorebook creation. A barrier to doing this was the unique aspects of their process. QNM examiner teams conduct multiple consensus cycles. They do independent review followed by consensus on a group of Items that includes related process and results items, such as 5.1, 5.2, and 7.3. After consensus on one group of items, they return to independent review for a new group of items. Chris Morgan, QNM Editor in Chief, says “Quality New Mexico’s (QNM) commitment to a State of Excellence manifests by developing both Applicants and Examiners. QNM Examiners use an iterative approach. Examiner teams select a subset of Criteria Items, conduct independent review, write comments, consense on those comments, and receive feedback. This approach is repeated for additional Criteria Items until all Items have been examined. Examiner development and learning occur every year for both new and returning Examiners.” An advantage of this approach is that examiners have the process analysis fresh in their minds as they evaluate the related results items.

Existing scorebook software options assume that consensus occurs one time, after independent review of all Items has been completed. Some brute-force options, such as multiple scorebooks, were considered, but would involve a lot of administrative overhead and probably irritate examiners. RMPEX offered the option to modify the Scorebook Navigator software to add a multiple consensus process option. QNM agreed to fund the software revision and a multiple consensus process option has been created. QNM will use that option for their next examination cycle starting in August. The option will also be available to any other Scorebook Navigator users.

As a new user of the Scorebook Navigator, QNM needed to enter information for all of their new examiners. They became the first user of new automated examiner update capability added by RMPEX. Every year, new examiner information must be added and returning examiner expiration dates must be updated. These updates have been manual operations, requiring opening a page for each examiner, entering or updating the information one examiner at a time. RMPEX has added an automated examiner update capability. An Excel template is downloaded, new and returning examiner information is input into that template, and the completed template is uploaded to the Scorebook Navigator. The software uses the information to add new examiners and update returning examiners. There is also a capability to download an Excel file containing all examiner information.

RMPEX supports its Scorebook Navigator users by offering customized solutions and providing administration automation.

Southwest Alliance for Excellence

Submitted by Karen Shepard, Executive Director

Southwest Alliance for Excellence (SWAE) is pleased and proud to continue our partnership with the Intel Corporation for our 7th year.

Designed for nonprofits, educational entities and government agencies, the Intel Corporate Quality group provides skill-specific volunteers as mentors to small and medium-sized organizations throughout Arizona. Through Intel’s “Skills-based Volunteering” Program, Intel Quality employees are matched to organizations based upon their experience, skill sets, passion and certifications. These volunteers provide mentoring and assist organizations with training in quality skills and accomplishment of quality objectives.

This program is free of charge to participants. Here is a look at this year’s projects:

- AZ Coalition to End Homelessness – Assistance with website content & conversion
- Deer Valley Unified School District – Maximize efficiency of Campus Improvement Plan
- Experience Matters – Develop a system and data architecture plan for IT
- Labor’s Community Service Agency – Develop proactive strategy plan to decrease and prevent reactive scenarios
- Science Foundation Arizona – Develop a performance excellence plan for Arizona STEM Network
- St. Mary’s Food Bank Alliance – Assess procedures and work flows; create a repository for effective data mining; and develop an effective communication portal
- Southwest Alliance for Excellence – Create a social media strategy plan



Virginia SPQA

Submitted by Terry Burns, Executive Director & ASQ Fellow

32nd Annual Virginia Forum for Excellence

The U.S. Senate Productivity and Quality Awards for Virginia and the District of Columbia (SPQA) will host their 32nd annual *Virginia Forum for Excellence* on September 15 and 16, 2014 at the Doubletree Midlothian-Richmond located in Richmond, VA. Keynote speakers include John Timmerman, Past ASQ Chair and currently Gallop's Senior Strategist in Customer Experience and Innovation, and Lawrence Sartoris, President for the Virginia Hospital and Healthcare Association (VHHA). Three pre-Forum sessions, the SPQA Examiner Community Meeting and a Welcome Reception will be held on September 15. On September 16, attendees can choose from among 12 workshops that address this year's theme, "21st-Century Leadership: A Core Competency for Success."

SPQA is recognizing five award recipients and Discovery program participants at the Forum. Arlington Public Schools will receive SPQA's top level, *2014 Medallion of Excellence Award*. Brinton Woods Health and Rehabilitation Center at Dupont Circle, Mary Washington Healthcare and Bon Secours St. Mary's Hospital will each receive the *2014 Achievement in Performance Excellence Award*. The American Society for Landscape Architects will receive the *2014 Commitment to Performance Excellence Award*. York-Poquoson Social Services, serving York County Virginia, will be recognized for participating in the SPQA Discovery program. For additional information on the Virginia Forum for Excellence and SPQA, go to www.spqa-va.org or contact Terry Burns, Executive Director, Virginia SPQA at director@spqa-va.org.

BaldrigeCoach

Submitted by Glenn Bodinson, FACHE and Kay Kendall from BaldrigeCoach, Inc.



It's the start of site visit season!

We have clients getting site visits in various Baldrige-based programs, and we have our fingers crossed for our clients in other programs where site visits haven't yet been announced. In addition, we'll be serving as examiners conducting site visits for other organizations (obviously, not our clients!).

What makes site visits so exciting for us – albeit a bit intimidating for the organizations who receive them – is the chance to see the principles of the Baldrige Criteria come alive. In organizations that ultimately receive recognition with an award, there is a palpable culture evident on site where customer focus, employee engagement, and continuous improvement are key elements. The organization's vision and values are not just posted in the lobby or printed on the backs of the employees' badges. They are tangible ways for people to connect what they do day-to-day to a higher purpose.

What often differentiates organizations that receive an award following a site visit from those that don't? We've found these factors in organizations that don't receive an award:



1. The organization is not quite as mature in its processes as it needs to be, although it is on the path toward performance excellence. Given time and continued focus, it will become award-worthy.
2. The senior leaders have focused more on obtaining an award than on the underlying systems that drive sustained excellence.
3. The organization has relied too heavily on one or two people to prepare the application, and the senior leaders and others cannot adequately respond to examiners' questions.
4. There is a lack of regular cycles of evaluation and improvement of the organization's key systems and processes.
5. The workforce has not been involved in the journey and sees the site visit as another survey, audit, or inspection.
6. The organization did not prepare for the site visit.

But wait, isn't that last factor a contradiction to what we said earlier about that palpable culture??? Not really. Although most of you reading this are familiar with the Baldrige Criteria, most of your employees are not. Examiners on site visits often ask questions that sound like a foreign language. They are not only seeking responses to their questions, they are looking for evidence of deployment, learning, and integration of an organization's approaches. Most employees don't think of responding in terms of these elements of the Scoring Guidelines. Another mistake some organizations make in failing to prepare is not thinking of the site visit as an "open-book test." They don't pull together evidence of role-model practices that would be of use to other organizations. They don't highlight examples of innovation. They don't plan to present their updated results in a compelling way. And the senior leaders don't articulate how their use of the Criteria is fundamental to the way they run the business.

Site visits should be seen as a form of recognition, in and of themselves. An organization's application has been evaluated by a team of independent examiners, and a panel of judges has determined the organization to be of a sufficient level of maturity with areas of results leadership that warrant further verification and clarification with a site visit. Whether the outcome following a site visit is an award, organizations should be proud to have achieved that milestone and commit to learning from the feedback they'll receive.

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ASQ

Submitted by Michael J. Barry, Communications Manager

Culture of Quality: Accelerating Growth and Performance in the Enterprise

With quality culture making daily headlines and on the minds of senior leaders around the world, the topic is timely.

A successful culture of quality starts with a common language that an organization uses to talk about meeting the needs of its customers to ensure their satisfaction. A strong culture of quality is a key component to organizational success.

To further understand the importance and impact of culture of quality and its impact worldwide, ASQ has partnered with Forbes Insights—the research arm of Forbes Media—to investigate ways organizations can strengthen quality and the bond between the formal and the informal and between what is said and what is done.

This first-of-its-kind global study offers actionable insight into how a more quality driven culture can accelerate business performance. The whitepaper will be available at the end of July.

For more information or to get a copy of the research, contact Michael Barry at mbarry@asq.org.

