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Upcoming Events

April 5 – AQA/Intel MAPS Program Informational Session

April 15-18 – National Baldrige Quest Conference

April 12 – “Making Your Showcase Application the Best It Can Be”
Workshop (Part 1)

April 26 - “Making Your Showcase Application the Best It Can Be” (Part 2)

April 30 – Intent-to-Apply forms due for Performance Excellence Program

May 11– Examiner Applications Due for Performance Excellence Program

July 13 – Completed Award Applications due

August 8 – “How to Prepare for a Site Visit” Workshop

September 28 – Baldrige Regional Conference, Scottsdale, AZ



Jean Hammelev

"I strongly encourage leaders of Arizona organizations to participate in AQA. 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 AQA Board of Directors

I would like to welcome you to the first issue of our 2012 Quarterly Newsletter! In February, we had an opportunity to recognize the 2011 Performance Excellence Award recipients for their outstanding work in the area of quality improvement. Seven Showcase in Excellence Awards were presented to very deserving organizations. Congratulations to all of our recipients!

This year's Awards Celebration is one that will not be forgotten for some time. Our keynote speaker was the Honorable Janice K. Brewer. We had the honor and privilege of hearing from our Governor as she shared insights on how the State of Arizona is using process improvement methodologies to improve outcomes. I would like to sincerely thank her and her staff for their participation in our event.

During the first quarter, we are heavily involved with membership recruitment efforts. Membership value includes the opportunity to improve organizational efficiency, productivity, and effectiveness through our Performance Excellence Awards Program, networking and knowledge sharing opportunities, attending workshops, and benchmarking with other leading Arizona organizations. We will be offering workshops and benchmarking tours throughout the coming year to assist you in your journey of performance excellence. Membership in the Arizona Quality Alliance can support and enable continuous improvement opportunities at the local level.

We are excited to be launching the 2012 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 2012 Arizona Quality Alliance Performance Excellence Program can be accessed from the AQA website. The Arizona Quality Alliance is looking forward to working with current and potential members to improve organizational performance throughout the state of Arizona.

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



Now Seeking Examiners for the 2012 Performance Excellence Award Program

The Arizona Quality Alliance (AQA) is proud to announce the 2012 Performance Excellence Award Program is underway! We are offering the opportunity for you to be trained and serve as a member of the AQA 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:

- Developing or refining YOUR analytical, teamwork, interviewing and writing skills.
- Building and expanding YOUR professional network and resume.
- Increasing YOUR ability to assist YOUR organization in continually improving its management systems and processes.
- Learning firsthand of innovative approaches utilized by leading Arizona companies.
- 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 11, 2012** for the 2012 program. Examiners who have previously served must re-apply each year.

Notification will be emailed to all Potential Examiners by **May 15, 2012**, indicating their selection status.

Examiner applications and the Program Schedule can be found at: http://www.arizona-excellence.com/SQA_Program/Awards.htm. We look forward to working with you!

“Between the Examiner training, the application review process, and the interaction with highly qualified professionals, participating in the Performance Excellence Award Program as an Examiner is more valuable to me than just about any other professional activity.”

— Steve Novak,
PPR Management
Services, HI

“I found the AQA Examiner experience extremely valuable to my understanding and growth in Quality. The training and site visit offered me the opportunity to understand quality programs outside of my own industry.”

— Susie Duffy,
Scottsdale Healthcare



Encourage Organizations to Apply to the Performance Excellence Award Program

By applying for a Performance Excellence Program award, you are taking a major step to improve your organization’s 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 Award 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.arizona-excellence.com/SQA_Program/Awards.htm

There you will find the Intent to Apply & Eligibility Form along with the applications, criteria and guidance for the Showcase in Excellence Award and State Quality Awards. The deadline for the Intent to Apply form is **April 30, 2012** and we will be offering a workshop on “Making Your Application the Best It Can Be” in order to get you started early on completing your formal application which will be due on **July 13, 2012**.

Should you have any questions, please don’t hesitate to contact the Arizona Quality Alliance (AQA) office at 480-874-5815 or Karen Shepard at kshepard@arizona-excellence.com.

Performance Excellence Program Schedule/Deadlines

Date	Location	Item
April 30	AQA Office	Intent to Apply Forms Due
May 11	AQA Office	Examiner Applications Due
May 22	University of Phoenix, Phoenix	Introductory Examiner Training
Late May/ Early June	Tucson—If Needed	Introductory Examiner Training
June 20	University of Phoenix, Phoenix	Examiner Stage 1 Training
Late June/ Early July	Tucson—If Needed	Examiner Stage 1 Training
July 13	AQA Office	Award Applications Due
Aug 14 - 16	University of Phoenix, Phoenix	Examiner Stage 2 & 3 Training

“Applying for the various quality awards offered through the Performance Excellence Award Program has allowed our organization to take a very objective look at what we do, why we do it, and how we evaluate and measure what we do. We found that once you go through an award cycle, you cannot continue to do business as usual!

Additionally, the criteria have given us a shared language that fits very nicely into our culture of continuous improvement. As a quality professional, I find it rewarding to hear employees talk about their approaches or asking one another about cycles of learning and improvement.”

— Gloria Díaz,
AHCCCS



AQA Technical Integrity Council (TIC)

The Technical Integrity Council is comprised of quality professionals from the Arizona business community. 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 would like to introduce to you the members of the 2012 TIC:

- Rodger Adair—University of Phoenix
- Clarissa Allen—Harland Clarke
- Judy Barker—L-3 Communications
- Frank Bouchard—Bouchard Quality Management, Inc
- Carla Carter—Carla Carter & Associates
- Gloria Diaz—AHCCCS
- Keith Dompier—Intel, Corp.
- Susie Duffy—Scottsdale Healthcare
- Wayne Foraker—University of Phoenix
- Chuck Harrington—S&B Technical Products
- Dr. Jane Humble—ASU Polytechnic
- Sandy Kube—Deer Valley Unified School District
- Candice Vaughan, MS, RN—Banner Health

“Training and networking with Arizona Quality Alliance and other award winning facilities that value quality and performance excellence is exhilarating and powerful. The application process, the site survey and recognition for process excellence have created a positive synergy to showcase our entire facility. As a recipient of the Arizona Quality Alliance Showcase In Excellence Award, we are looking forward to the association and the benefits that come from the knowledge and experience of other AQA Award recipients.”

— Polly Hrenchir,
Clinical Director of
Women's Services,
Scottsdale Healthcare

For More Information

Additional information about the Performance Excellence Award Program, the Technical Integrity Council, the Board of Examiners, and more is available on our website at:

www.arizona-excellence.com or by calling 480-874-5815.





"Making Your Showcase Application the Best It Can Be – Telling a Powerful Story"

Don't miss the opportunity to attend one of our two Showcase in Excellence Award Application Workshops. Organizations who have participated in this workshop have increased their success in the application process!

(Session 1) April 12, 2012, 9:00 – 11:00 am

This session is for those who have never applied or for those who need a refresher.

This session will give you the opportunity to:

- Review the Showcase in Excellence process.
- Understand key points of the criteria.
- Determine how to apply the criteria to a process within your organization.
- Obtain guidance from an experienced examiner.

This session is free but registration is required.

(Session 2) April 26, 2012, 12:00 noon – 4:00 pm

This session is part two for those who have never applied and recommended for past participants.

This session will give you the opportunity to:

- Work through a full case study to understand application writing challenges.
- Understand key points of the criteria in relationship to your organization.
- Obtain guidance from an experienced examiner.
- Ask one-on-one questions with the instructor after workshop.

This session is \$25 for AQA Members and \$50 for non-AQA Members. (Lunch will be provided.)

Location: Scottsdale Unified School District; 3811 N. 44th Street, Phoenix, 85018
(Education Center – Board Room)

Instructor: *Barbara Chatzkel* is the Owner and President of New River Group, which focuses on helping organizations make sense of and implement large-scale change. Change happens one person at a time and New River Group develops and implements strategies that deal with how PEOPLE react to change. Much of her time is spent coaching executives on how to implement change within their organizations. Barbara is the former National Director of Quality for the Internal Revenue Service. While there she deployed a Baldrige-based system for improvement throughout the organization. She is a Senior Member of ASQ, a Certified Quality Manager and Certified Quality Auditor. She was a Baldrige National Quality Award Examiner for two years, a Judge for the Tennessee Center for Performance Excellence program for seven years, and is a Judge for the Arizona Performance Excellence Awards Program. She also has been a regional and national judge for the ASQ Team Excellence Award.

[Click here](#) for the registration form, and register today!

AQA/Intel Mentoring and Planning Services (MAPS) Program

Testimonials:

Town of Gilbert Fire

Department: *"Our partnership with Intel through the MAPS Program allows us to advance our daily emergency service operations, and business needs, through the use of real-time patient care data that will be generated from the Electronic Patient Care Reporting (EPCR) program that we are developing. Intel's commitment to community-based partnerships through this program provides skill sets and business solution development that might otherwise come with significant financial impact to the community." -- 2011*

Arizona Correctional

Industries: *"We gained so much more from this experience than just improving on our processes. We learned that we need a quality tool box that allows us to improve on our quality program utilizing various methods." -- 2011*

The Arizona Quality Alliance (AQA) is pleased and proud to continue our partnership with the Intel Corporation for the Mentoring and Planning Services (MAPS) Program.

What is Quality MAPS?

- A form of skills-based volunteering focused on quality outcomes
- A means for local organizations to benefit from Intel's resources and experience
- A way to do good and positively impact communities

The Intel Corporate Quality group will provide skill-specific volunteers as mentors to small and medium-sized organizations throughout Arizona. Through Intel's "Skills-based Volunteering" Program, Intel Quality employees will be matched to organizations based upon their experience, skill sets, passion and certifications. These volunteers will provide mentoring and assist organizations with training in quality skills and accomplishment of quality objectives.

This program is designed for not-for-profits, educational entities and government agencies, and there is NO CHARGE for participation in this program.

An Informational Session will take place on Thursday, April 5, 2011 from 9:00 am – 11:00 am at Intel Corporation in Chandler.

Intel Corporation

5000 W. Chandler Blvd.
Chandler, AZ 85226
Building C6, Room C106



Program Content:

Intel and AQA will provide you with an overview of the MAPS Program and how to submit a proposal for review.

Also participating will be representatives from past organizations that participated in the MAPS Program year. They will share their experiences.

RSVP: Please email the AQA at kshepard@arizona-excellence.com or call 480-874-5815 to confirm your attendance. Please note your name, your organization's name, contact email, and phone number. Karen Shepard will confirm with you.

AQA would like to thank the Intel employees for their depth of commitment to community needs by applying their professional skills and taking the spirit of volunteerism to a more impactful and sustainable level.

Baldrige & Alliance for Performance Excellence Updates

Baldrige Enterprise Transition

We hope you have [read the news](#) about the Baldrige Program transitioning to an enterprise model and the Baldrige Enterprise--which includes the national program; [the Alliance for Performance Excellence](#); [ASQ](#); and the [Foundation for the Malcolm Baldrige National Quality Award](#)--working together in efforts to streamline and standardize processes.

While this transition is underway, here is news that underpins our confidence in the future:

- The [2012 Award process](#) for the national program begins in February.
- 650 people have applied to the 2012 Malcolm Baldrige National Quality Award Board of Examiners at the national level.
- Production of the 2013-2014 Criteria for Performance Excellence begins this summer.
- The second cohort of [Baldrige Fellows](#) kicks off its year-long study in April 2012.
- In January 2012, states that had not recently been served by a state or local quality program now will be covered due to an initiative by the [Alliance for Performance Excellence](#).
- Planning is underway for new products and services at the national level, for example, examiner-type training for nonexaminers.
- ASQ continues to support Baldrige through its [social media activities](#) and [Quality Management Division](#), and especially through its [calls to action](#).

Although we are still in transition, we are confident, and we hope you are confident in the **vitality and future of Baldrige**, too.

The BRL is a service of the Alliance for Performance Excellence – a group of state and local organizations dedicated to advancing organizational excellence through Baldrige-based programs.



What is the Baldrige Resource Library?

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.

PURPOSE

- (1) To answer the question for those newly introduced to the Baldrige Criteria – “Where do I find out more?”
- (2) To serve as a repository of articles, podcasts, and videos about organizational improvement, quality methods, and leadership approaches that help change organizations.

IT'S FREE! Use it to broaden your knowledge and improve yourself and your organization. Use it! Share it with others!.....Put it on your website and in newsletters!
<http://www.baldrigepe.org/brl/>

Visit the Baldrige Transition Web site to [read how](#):

- Baldrige Award winners create more jobs.
- Baldrige hospitals save more lives and are stronger financially.
- The Baldrige Program's benefit-to-cost ratio is 820-to-1.

[Read More](#)



Upcoming Baldrige Events

Join National Leaders.
Learn from the Best.
Get Results.

Quest for Excellence®
April 16-18, Washington, D.C.



Register today for the 24th Annual Quest for Excellence® Conference and Attend the Baldrige Award Ceremony!

From April 16-18 at the Marriott Wardman Park Hotel in Washington, DC., the conference will showcase the best practices and lessons learned of the four [2011 Baldrige Award Recipients](#), along with those from past awardees.

On the evening of Sunday, April 15, we will hold an Award Ceremony and Reception to recognize both the 2011 and [2010 Baldrige Award recipients](#). Be sure to join us for this special event! Visit our Web site for updates on the [conference schedule](#), which will feature [22 former Award recipients](#) sharing their proven strategies and real-world insights. [Pre-conference workshops](#) are available the afternoon of April 15, 2012, for beginner and intermediate users of the Baldrige Criteria. To enhance the learning environment, attendance at the workshops is limited, so early registration is recommended.

The 2011 Baldrige Award recipients are:
[Concordia Publishing House](#), St. Louis, MO
[Henry Ford Health System](#), Detroit, Mich.
[Schneck Medical Center](#), Seymour, Ind.
[Southcentral Foundation](#), Anchorage, Alaska

For more information about the Quest for Excellence Conference, visit the [conference Webpage](#). Also, visit our Web site to learn how the [Baldrige Program is transitioning to a sustainable, enterprise model](#). For questions, contact the Baldrige Performance Excellence Program at (301) 975-2036 or baldrige@nist.gov.

2012 Baldrige Regional Conference to be Hosted by the Arizona Quality Alliance in Scottsdale, AZ—Save the Date!

Join us **September 28, 2012** at the DoubleTree Paradise Valley Resort by Hilton in Scottsdale, AZ for the 2012 Baldrige Regional Conference. This one-day event will showcase the best-in-class practices of the 2011 Baldrige Award Recipients as well as former recipients.

Come learn, network, and engage with organizations on the leading edge of performance excellence and innovation. Hear how the recipients improved their performance and results in Leadership; Strategic Planning; Customer Focus; Measurement, Analysis, and Knowledge Management; Workforce Focus; and Process Management.

More information about the conference will be available in early May, 2012. Pre-conference workshops for Baldrige beginners will be held the day before each conference.

Who Should Attend: CEOs, senior managers; education, health care, and government/nonprofit leaders and professionals; directors of staff functions; heads of operating units; and quality/performance improvement practitioners.

Iowa will also be hosting a Baldrige Regional Conference on September 14, 2012 at the Embassy Suites Hotel on the River in Des Moines, IA.

Conference Sponsors: [Arizona Quality Alliance](#); [Baldrige Performance Excellence Program](#); [Foundation for the Malcolm Baldrige National Quality Award](#); [Iowa Quality Center](#); [National Institute of Standards and Technology](#)



Baldrige Updates

Job Creation and the Baldrige Criteria

Posted by Dawn Bailey, February 23, 2012



Dawn Bailey has been working with the Baldrige Program's Publication Management Team since 2002 as a writer/editor. She has worked on various projects, from case studies to Criteria for Performance Excellence production to CEO issue sheets, as well as on other Baldrige activities such as strategic planning and the Quest for Excellence Conference. She has also served as Team Leader and is delighted to work in an office with so many opportunities to cross-train and grow.

Data show on the whole that Baldrige Award winners have created more jobs than similar organizations in their industries.

Further, an analysis of data from two-time Baldrige Award winners shows that the median growth in number of sites was 67%, median growth in revenue was 94%, and median growth in jobs was 63%. The median growth in jobs was nearly 20 times greater than matched industries and time periods, according to Data from the Bureau of Economic Analysis and the Bureau of Labor Statistics, which indicated a comparative average job growth of 3.2%.

However, Baldrige is intentionally non-prescriptive, so how can use of the Baldrige Criteria for Performance Excellence lead to job creation if the organization that uses the Criteria selects the methods? Without claiming I'm an economist or management theorist of any kind, consider Deming's Chain Reaction below. (And thanks to the great thinkers of the Baldrige Improvement Discussion Group on LinkedIn, especially Craig Anderson and Barry Johnson, for working this discussion.)

Could a similar graphic be designed to show how the Baldrige Criteria's systems approach of aligning leadership; strategic planning; customer focus; measurement, analysis, and knowledge management; workforce focus; operations focus; and results lead to a streamlined organization that is in a better position than its competitors to create jobs? The data certainly support it. In fact, the data support that Baldrige creates great value for the U.S. economy.

The Deming Chain



www.shmula.com

Member Recognition

If your organization has news you would like to share in the AQA Quality Quarterly, please email the details to aqa@arizona-excellence.com.



CONGRATULATIONS TO THE VALLEY'S 2012 HEALTHIEST EMPLOYERS!!

The *Phoenix Business Journal* hosted a celebratory awards breakfast and health expo on March 15 where they recognized and highlighted the honorees employing the most innovative strategies for keeping the workforce healthy.

Join us in congratulating our member organizations who were recognized by the *Phoenix Business Journal* as some of the Valley's Healthiest Employers for 2012:

Medium Category (251-1,499)



Large Category (1,500+)



[Click here](#) to see all of the organizations recognized.



We are settling nicely in our new home and would like to thank the Arizona Technology Council (ATC) again for generously hosting us. The ATC office is located in the Renaissance One Tower at 2 North Central Ave., Suite #750, Phoenix.

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 toward 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.

Be sure to visit their website at www.aztechcouncil.org for more information about the organization.

Green and the Zoom Lens Mind

by Chuck Harrington (Chuck@JeraSustainableDevelopment.com)

"If a problem cannot be solved, enlarge it." -- D. D. Eisenhower

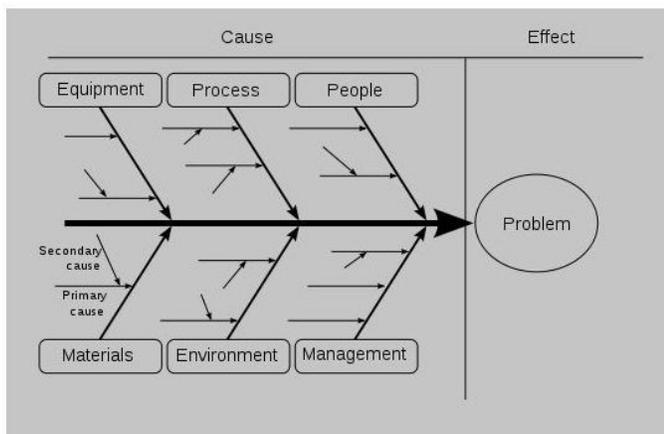
If the problem concerns your company's competitiveness, now and future, you might take Ike's advice to heart. To "enlarge it", of course, doesn't mean to make the problem worse. Rather, it means to increase the field of vision, the context, in which you view the problem. Enlargement in this way presents new points of view and suggests new approaches to the problem, within which a favorable solution may become apparent.



I like to compare Ike's idea to a zoom lens. When the lens is zoomed out to a wider field of vision, the extent of the environment in which the problem exists becomes increasingly apparent (for example: a root cause analysis, perhaps using Ishikawa's "fish bone" diagram [i]). When the zoom lens is then focused in tightly, an approach to solution may become increasingly clear, better defined and, above all, actionable.

As the matter of concern becomes increasingly complex, getting to an actionable approach becomes less simplistic. As complexity increases, it becomes increasingly necessary to consider contextual interactions and relationships. Increasingly, systems thinking needs overtake process thinking.

A broader awareness of context and contextual relationships fosters what Peter Senge refers to as a shift "from a problem-solving mindset to a creative one" -- that is, from the deductive to the inductive. Senge's book, *The Necessary Revolution* [ii], devotes an entire 50 page section to this shift. Senge is the master in this area. He is well worth reading.



An Ishikawa Diagram

Putting the Zoom Lens to Work

>> Begin by using the zoom lens idea when you encounter mechanical problems in the plant. Zoom out, gather context. Use Ishikawa's fish bone diagrams to organize. Then zoom in on an actionable approach to solution.

>> As experience is gained, move on to more complex matters. The same process applies. However, it soon becomes necessary to construct several fish bone diagrams, from different points-of-view. Take, for example, the matter of how to move your business toward Sustainability. As a starting point, you might zoom out, gather context, construct fish bone diagrams and zoom in on actionable approaches for each of the "Contexts" by

which the Jera website is organized: ([www.JeraSustainableDevelopment.com/Sustainability in Context.html](http://www.JeraSustainableDevelopment.com/Sustainability_in_Context.html)).

All of this takes time and a lot of thought. The reward is an understanding of what you can actually do to increase your company's chances of "thriving in perpetuity".

Download a PDF version of this post at: <http://app4.websitetonight.com/projects2/4/9/9/4/2164994/uploads/Blog Post - Green and the Zoom Lens Mind - 23 February 2012.PDF>



2012 Arizona Quality Alliance Performance Excellence Program Schedule

Date	Who	Where	Task/Item
Mar 20	Potential Examiners/ Applicants	Scottsdale	Performance Excellence Program Informational Sessions
April 5	Interested parties	Intel Corp., Chandler	AQA/Intel Mentoring Program Informational Session
April 30	Applicants	AQA Office	Completed Intent to Apply forms due
April 12 10 AM–12:30 PM	SC Applicants	Scottsdale Unified School District	“How to Make Your Showcase Application the Best It Can Be” (Part 1) – Specifically for Organizations that have NOT previously applied.
April 26 12:00–4:00 PM	SC Applicants	Scottsdale Unified School District	“How to Make Your Showcase Application the Best It Can Be” (Part 2) – Specifically for Organizations that HAVE previously applied AND those who attended Part 1.
May 11	Potential Examiners	AQA Office	Examiner Applications Due for Performance Excellence Program
May 15	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)
May 22 7:30 AM – 5 PM	Introductory Examiners*	Univ. of Phoenix Phoenix	Introductory Examiner Training (Offered twice; Introductory Examiners MUST take May 22 OR Tucson date if avail)
Late May / Early June	Introductory Examiners*	Tucson – if needed	Introductory Examiner Training (Offered twice; Introductory Examiners MUST take May 22 OR Tucson date if avail)
June 13	All Examiners		(TBD) Pre-work for Stage 1 Examiner Training sent – mandatory
June 20 7:30 AM – 5 PM	All Examiners	Univ. of Phoenix Phoenix	Examiner Stage 1 Training Session (Offered twice; ALL examiners MUST take June 20 OR Tucson date if available (includes initial Software training)
Late June / Early July	All Examiners	Tucson – if needed	Examiner Stage 1 Training Session (Offered twice; ALL examiners MUST take June 20 OR Tucson date if available (includes initial Software training)
July 11 or 17	All Examiners, Mentors & Judges	Univ. of Phoenix Phoenix	2-3 hours – In-person Computer Lab Software Training for Stage 2
July 13	Applicants	AQA Office	Completed Awards Applications due
July 16–19	AQA		Selection of Examination Teams, Leads, & Mentors
July 20	AQA		Distribute applications & supporting materials to examination teams



**2012 Arizona Quality Alliance
Performance Excellence Program Schedule (cont'd)**

Date	Who	Where	Task/Item
July 23	Lead Examiners & AQA	Univ. of Phoenix Phoenix	2-3 hours Lead Software Training in computer lab; Site Visit Responsibilities; and initial applicant contact
July 23–Aug 13	Examiners		Stage 1 - Independent Review of Applications
Aug 8 1:00-3:30 PM	Applicants	Sonora Quest Laboratories	Workshop – “Preparing for a Site Visit”
Aug 14–16 7:30 AM – 5 PM	Examiners / Mentors	Univ. of Phoenix Phoenix	Examiner Stage 2 & 3 Training Session –3 days / all days mandatory (Mentors half day in PM each day)
Aug 20–Sep 7	Examiners & Mentors		Examiners Stage 2 – Team Meeting (1-2 days) & Consensus report completed
Sep 10	Lead Examiners	AQA office	Consensus scorebooks & scoring sheets with mentor review due
Sep 10–14	Examiners & Mentors		Site Visit Preparation
Sep 17–21 Oct 3–7	Examiners/Mentors/ Applicants		Stage 3 - Site Visits completed (Site Visit time based on applicant type)
Oct 12	Examiners	AQA office	Draft Feedback Reports with mentor review due
Oct 17	Judges	Univ. of Phoenix Phoenix	Panel of Judges Training
Nov 7	Judges	Univ. of Phoenix Phoenix	Stage 4 - Panel of Judges Meeting
Nov 8–25	Judges & Lead Examiners		Finalize feedback report
Nov 9–23	AQA		Stage 5 - Final Due Diligence conducted
Nov 26	Lead Examiners	AQA Office	Final Feedback Reports due
Nov 27–30	AQA		Applicants notification of selection/non-selection
Early Dec	AQA		News Release distributed reporting Recipients
Early–Mid Dec	AQA		Editing of feedback reports
Mid Dec	AQA		Feedback Reports provided to all applicants
Feb 2013	AQA	TBD	Recognition Banquet for Recipients and Volunteers

Thank You to Our Sponsors

Gold Sponsor



Bronze Sponsors



Copper Sponsors



Partners



The Arizona Quality Alliance is an alliance of organizations that promotes and recognizes performance excellence. 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 cutting-edge workshops and seminars that will develop the skills and knowledge of performance excellence professionals.
6. Provide a dynamic environment for professional networking and knowledge sharing.

Social Media

Connect with us on:



Like us on:



Follow us on:



Or read our blog on:

