

Southwest Excellence Quarterly

Summer 2018

Volume 10, Issue 2

Serving Arizona, Nevada & Utah



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Upcoming Events

July 25 — Board of Directors Meeting
August 2 — BOE Training for SBN Stage 2 (Webinar)
August 30 — BOE Site Visit Training (Webinar)
September 10 — Board of Overseers Meeting
September 10 — Consensus Scorebooks due
September 26 — Board of Directors Meeting
Site Visits — Sept 23-28 and Sept 30 — Oct 5

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



Carl F. Herring, III
Manager III,
Quality Assurance
Engineering
Raytheon Missiles
Systems

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

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

In the last newsletter I ended my note by suggesting that you get others in your community involved in the performance excellence journey and SWAE. Now I am suggesting you let SWAE know what we can do to help you and your organization on its' journey.

Individual board members are reaching out to the organizations that are supporting SWAE to personally thank them and ask them how we can better serve. We had a great opportunity at the end of June to meet with one organization. One of our sponsoring members, MSS Business Transformation Advisory (MSSBTA) and their sister organization, MSS Business Transformation Institute (MSSBTI), worked with Karen Shepard from SWAE to create a podcast with the Yuma Regional Medical Center (YRMC). YRMC has been an active participant in SWAE and has implemented the Baldrige Criteria for Healthcare. The podcast is a two part series. The first part is an interview with Karen Shepard and myself discussing the Southwest Alliance for Excellence along with the Baldrige framework, and the second part is an excellent interview with Dr. Robert Trenchel, President and CEO of Yuma Regional Medical Center; Deb Aders, Chief Nursing Officer and Vice President of Patient Care Services; as well as Woody Martin, Board Chair. The podcast will be available Tuesday, July 24th on the MSSBTI website (<https://mssbti.com/?s=podcast>). I'd also like to thank David Lee from MSSBTI for hosting the podcast.

Hearing the Yuma Regional Medical Center team talk about their performance excellence journey, the improvements and cost savings, reiterated to me that this criteria works. These conversations motivated me to continue my own personal journey to promote performance excellence and SWAE.

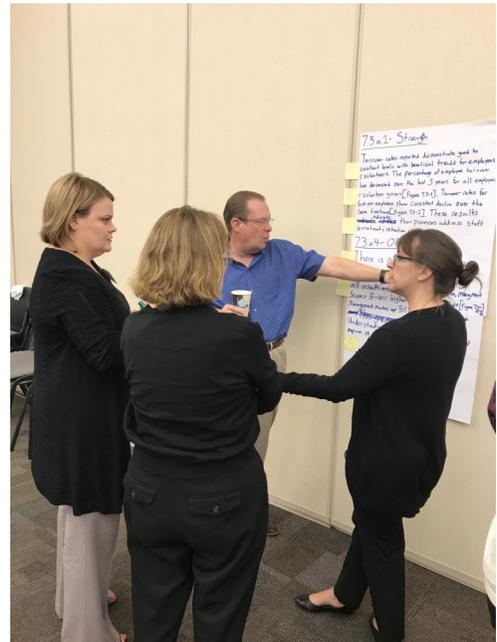
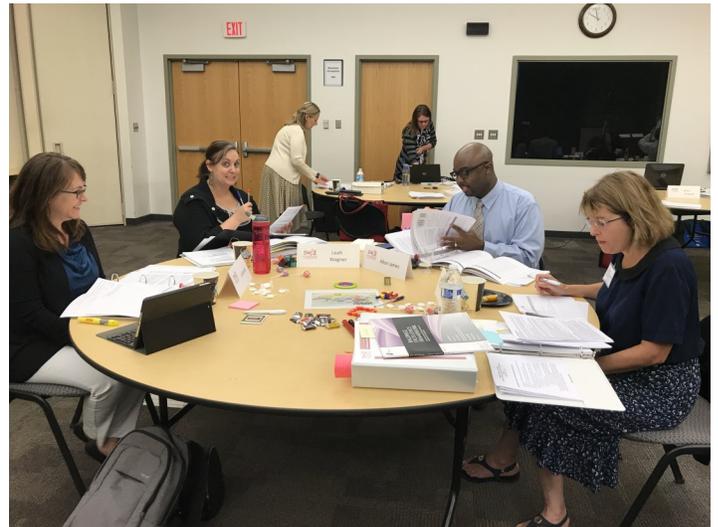
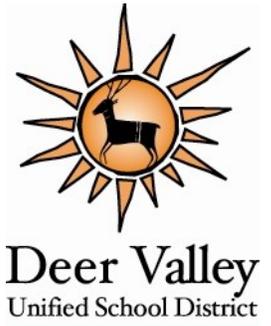
If you have suggestions how SWAE can better serve you or your organization, please send us an email at KShepard@SWAE.org.

Carl F. Herring, III
Chairman of the Board of Directors
Southwest Alliance for Excellence

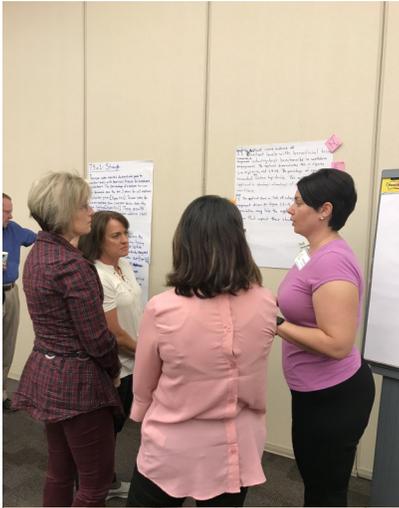
Examiner Training Phoenix Arizona

Our 2018 Performance Excellence Program cycle is under way with applications already submitted and examiner training complete. Training was held on June 19, 20 and 21st in Phoenix with several examiners participate via webinar from Henderson, Nevada. Training went very well with 19 attendees representing all industries and all three states: Arizona, Nevada and Utah. The Board of Examiners are currently working on Stage 1 of the process which is Independent Review.

We would like to thank our talented and dedicated volunteer trainers Stacy Harley, Wayne Haggstrom and Heather Mock. A special thank you to Jayne Mazurkiewicz for facilitating the examiners in Henderson, Nevada. We appreciate all of our trainers for their invaluable service to the program. We would like to thank *Deer Valley Unified School District* for generously donating training space.



Examiner Training Phoenix

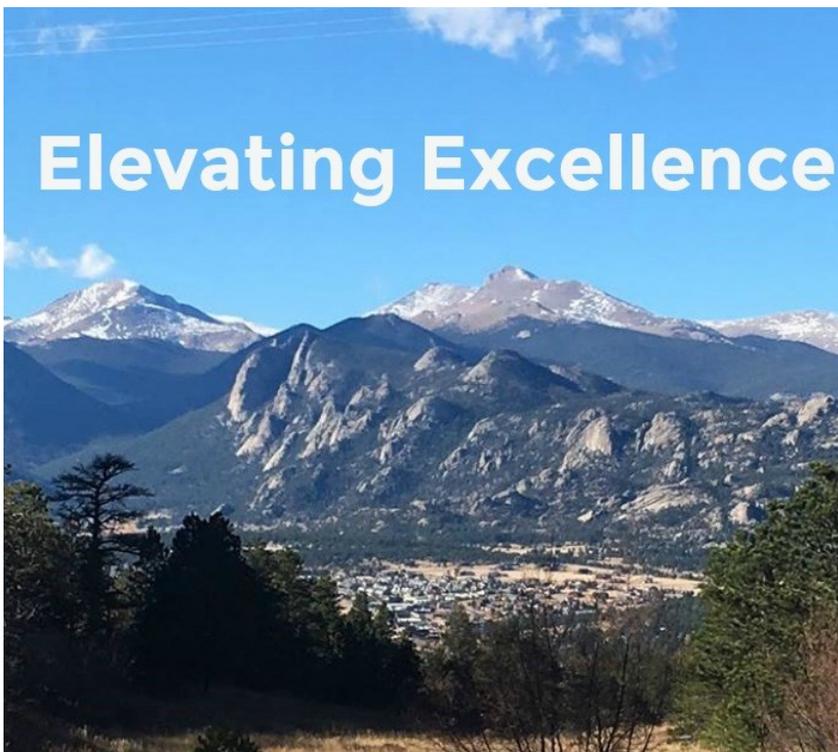


ELEVATE EXCELLENCE

2018 Baldrige Fall Conference – October 23 - 24,
Hilton Denver City Center

*Early Bird Deadline Friday, September 7th –
Don't Miss this Powerful Conference!*

The conference is presented by the **Baldrige Alliance for Performance Excellence** in partnership with the **Baldrige Performance Excellence Program**, and is hosted by Rocky Mountain Performance Excellence and the Wisconsin Center for Performance Excellence.



Elevating Excellence

Baldrige Fall Conference

Hilton Denver City Center

OCTOBER 23 - 24, 2018

www.baldrigeconference.org

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Group discounts available

Don't miss this extraordinary learning and networking opportunity!
We'll see you there!

For more information, visit www.baldrigeconference.org.

Continued on next page

The need to elevate your organization’s performance has perhaps never been greater: customers and other stakeholders expect more, competent workers are growing scarce, and competition is intensifying. But – with the complexity of organizations – where does one start? How do you know on which processes to focus? And how to do you achieve – and sustain – high performance over time?

Attend the 2018 Baldrige Fall Conference, October 24 in beautiful Denver, Colorado! Learn proven best practices that advance continuous improvement and performance excellence, as 17+ speakers share insights to improving areas such as leadership, customer service and satisfaction, workforce engagement, operational and process performance, financial and marketplace results.

- ◆ Hear from all [five 2017 Baldrige recipient organizations](#)
- ◆ Choose a mix of other presentations from an array of valuable **breakouts** and **“intensive” sessions**
- ◆ Attend [pre-conference activities](#) on **October 23:**
 - * Half day workshop options including *Introduction to Excellence: Baldrige 101* and *Moving from Interest to Action*;
 - * Experience “excellence in action” via a full-day learning tour of award-winning Fort Collins, home to Baldrige recipients, *City of Fort Collins* and *Elevations Credit Union*;
 - * a fun western-themed evening reception with hearty appetizers, cash bar and some special treats
- ◆ **Network** with hundreds of other leaders and professionals interested in continuous improvement and performance excellence.
- ◆ Enjoy the energy and elevation of the [Hilton Denver City Center](#) and all the **Mile High City** offers. Come early, stay late – learn, relax, refresh!



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The Value of Belonging...

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

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

WE ARE YOUR TIMELY RESOURCE FOR ACCURATE AND INNOVATIVE INFORMATION

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

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

Tools you can use:

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

EVERYONE IN EVERY DEPARTMENT CAN BENEFIT

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

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

Tools you can use:

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

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

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

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

Tools you can use:

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

CONNECTING MEMBERS IS WHAT WE DO BEST

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

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

Tools you can use:

- Sign up for informational e-blasts and newsletters.



The Value of Belonging...

CONNECTING MEMBERS IS WHAT WE DO BEST

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

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

Tools you can use:

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

REAP THE BENEFITS!

Membership Rates

Size:	# of Employees:	Member Dues:
Small	2-99	\$275
Medium	100-500	\$550
Large	501-1,000	\$1,100
Very Large	1,000+	\$ 1/per employee (maximum of \$5,500)
Individual Membership:		
	N/A	\$85

HOW DO WE JOIN?

Simply complete and return the form below to join today. We'll do the rest to get you started on the road to performance excellence!

SELECT THE MEMBERSHIP TYPE: Small Medium Large Very Large Individual

Organization _____ # of Employees _____

Contact Person _____ CEO/Highest Official _____

Address _____ City/State/Zip _____

Phone _____ ext. _____ Fax _____

Email _____ Company Web Site _____

METHOD OF PAYMENT: Check AMEX MasterCard Visa

(Make checks payable to Southwest Alliance for Excellence; there is a 5% service fee for credit card payments)

Card Number _____ Exp. Date _____ Sec. Code _____

2011 Baldrige Recipient CEO Bruce Kintz Awarded Honorary Doctorate

From Concordia Publishing House:

Saint Louis, Missouri - Dr. Bruce G. Kintz, President and CEO of Concordia Publishing House will be awarded an honorary Litterarum Humanarum Doctor (LHD) degree from Concordia Theological Seminary Fort Wayne during commencement ceremonies on May 18, 2018.

Kintz is receiving this LHD for his outstanding service to Christ during the last 20 years at Concordia Publishing House.

“After spending almost 12 years at McDonnell Douglas and then Boeing, the Lord directed my path nearly 20 years ago toward our beloved Synod's publishing arm, Concordia Publishing House,” said Kintz. “The Lord enabled me along the way with undergrad, masters and earned doctorate degrees which are blessings from God as well, because I have always had a love for learning and helping, where possible.”

About Dr. Bruce G. Kintz

Joining Concordia Publishing House in 1999, Dr. Kintz applied his business experience to improve operations, increase mission-focus, and grow customer loyalty. His passion for excellence has always been motivated by a profound care and concern for reaching the lost for Christ. Under his leadership, CPH won the Missouri Quality Award in 2009 and the Malcolm Baldrige National Quality Award in 2011.

Dr. Kintz has served on various corporate boards of directors, has taught as an Adjunct Professor at the graduate-level and serves as a mentor for various leaders in aerospace, and small disadvantaged and minority-owned businesses.

Dr. Kintz holds an associate of arts degree from St. Louis Community College; a bachelor's degree (BS) from Maryville University-Saint Louis in mathematics, and a master's degree in business administration (MBA) from Fontbonne University. He holds a doctor of education degree in curriculum and instructional leadership from Lindenwood University. His dissertation focused on the future of digital curriculum for schools and formed the basis for strategic planning at CPH.





Baldrige Express Survey

Are your improvement steps working?

When you take steps to better your organization, you need to know if your efforts are working. But figuring that out can be easier said than done.

Southwest Alliance for Excellence is pleased to partner with the Alliance for Performance Excellence to offer Arizona, Nevada and Utah organizations an affordable and easy-to-use self-assessment tool.

Baldrige Express is an online survey-based assessment that synthesizes points of view from all parts of your organization, combining the benefits of survey speed with the accuracy and completeness of a written narrative. An in-depth feedback report is provided.

[Click here to view additional information on Baldrige Express.](#)



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Leadership Practices of the City of Fort Collins

By: Christine Schaefer

According to Fort Collins City Manager Darin Atteberry, his city is the fourth largest in the state of Colorado, with a current population of about 170,000 and expected growth to 250,000 in the years ahead. . . . Atteberry stressed that Fort Collins is not only in a “great location” but, also, that it has a legacy of great relationships. “We’ve inherited

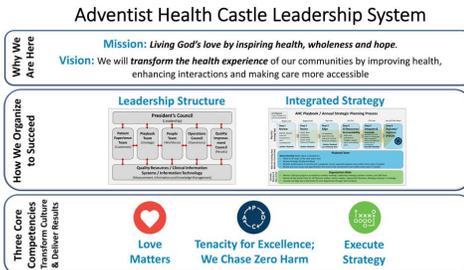
...[Read more](#)



Leadership Practices of Adventist Health Castle

By: Christine Schaefer

As a faith-based organization, [Adventist Health Castle](#) embraces its spiritually based mission of “Living God’s love by inspiring health, wholeness, and hope” (in Hawaiian language: *E ola mau ke Aloha o ke Akua i ke olakino, i ka pono iho, a me ka mana’olana*), according to the president and CEO Kathy Raethel. . . .



Raethel stressed that AHC’s mission, vision (“We will transform the health experience of our community by improving health, enhancing interactions and making care more accessible”), and values (integrity, compassion, respect, and excellence) drive her organization’s leadership system. This system incorpo-

rates concepts from the [Baldrige Excellence Framework](#), she said, noting,

...[Read more](#)

Leadership Practices of Bristol Tennessee Essential Services

By: Christine Schaefer

Established as an electric utility in 1945, BTES purchases its electricity from the Tennessee Valley Authority. For more than 60 years, BTES had been solely a provider of electricity, but the company changed its business model as technology and its customers’ needs changed. An event that first prompted the small business to consider key changes



...[Read more](#)



What Provides Clarity

By: Harry Hertz "The Baldridge Cheermudgeon"

I am reminded of the old Abbott and Costello routine, "Who's on First." In the routine, *who's on first* is a declarative statement, not a question: *Who* is the name of the first baseman. In the same vein, in my title for this blog *what provides clarity* is a declarative statement, not a question. Let me explain.

I recently read a book review by Mike Richman of the book, *Clarity First*, by Karen Martin. The thesis of the book is that...[Read more](#)



"In God We Trust—and to Improve Our Impact, We Use the Baldridge Framework"

By Christine Schaefer



The Baldridge Performance Excellence Program stresses that the Baldridge Criteria for Performance Excellence can be used by organizations in any sector and of any size to promote continuous improvement and success. As we've shared stories of business, education, health care, and various non-profit organizations that have found the framework beneficial, we've also received several requests for information on using the Baldridge Excellence Framework in faith-based organizations in particular. So I was pleased to hear about an example this year from a Baldridge examiner who was willing to share the details widely.

The story emerged in Baldridge examiner training this spring: Efrain Solis—senior project manager at 2016 Baldridge Award-winning Memorial Hermann Sugar Land Hospital (MHSL) in Texas—mentioned that beyond his paid work, he had been helping his pastor use the Baldridge framework to...[Read more](#)

A Beloved Leader's Legacy of Leadership, Sustainability, People First

By Dawn Bailey

In Rio Rancho, NM, one of the largest American flags in the state waves over Don Chalmers Ford, a 2016 Baldridge Award recipient. One of these large flags was even loaned to the state of New Mexico after 9/11 because of the patriotism of the dealership's owner. That owner, Don Chalmers, wanted to design his Ford dealership to feel different from other automotive dealerships, with a focus on the customer experience and...[Read more](#)



NIST Webcast Series | Cybersecurity Framework

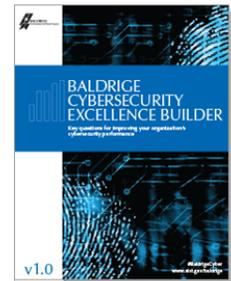
Lessons Learned in Using the Baldrige Cybersecurity Excellence Builder with the Cybersecurity Framework

This presentation introduces the audience to the Baldrige Cybersecurity Excellence Builder (BCEB) and provides a brief overview on integrating the BCEB with the Framework for Improving Critical Infrastructure Cybersecurity. The BCEB was developed at NIST by the Baldrige Performance Excellence Program and builds upon more than 30 years of a successful public-private partnership dedicated to performance excellence. This self-assessment tool helps users consider organizational cybersecurity goals and objectives, better understand the effectiveness of their cybersecurity risk management efforts, and identify improvement opportunities.

Steffani Webb, Vice Chancellor for Administration at the University of Kansas Medical Center (KUMC), will share KUMC’s goals and experience using the BCEB, in alignment with the Cybersecurity Framework, to support its tripartite mission of education, research and healthcare.

<https://www.youtube.com/watch?v=zRmLqmZpidA>

The “Builder” can be downloaded free from: <https://www.nist.gov/baldrige/products-services/baldrige-cybersecurity-initiative>



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The Southwest Alliance for Excellence (SWAE), a 501(c)(3) non-profit organization*, has many opportunities for organizations to be recognized and participate – through our events, programs and activities we involve thousands of people each year. Each email we send out gets distributed to over 2000 people. Our membership is active in our offerings, as are many other interested parties.

The opportunities are there—and SWAE wants to provide you with those that you desire, in addition to allowing you to be able to plan your marketing and participation efforts from the outset.

** SWAE is a non-profit corporation under IRS code 501(c)(3). Sponsorships may be a business expense; check with your financial advisor for info.*



SWAE Quarterly Newsletter Advertising Opportunities & Reservation Form

Promote Your Business

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

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<input type="checkbox"/> Half Page Horizontal	(color)	7 ½ X 4 ¾	\$300
<input type="checkbox"/> Quarter Page	(color)	3 ¼ X 4 ¾	\$150
<input type="checkbox"/> Business Card	(color)	3 ½ X 2	\$75

Method of Payment: Check—Please **make payable to “SWAE”** and **send with this form to:**
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Credit Card (A 5% service fee will be charged for credit cards)

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Credit Card Number: _____ Exp. Date: _____ Sec. Code: _____ Zip Code: _____

Name on Card: _____ Signature: _____

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

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



2018 Program Calendar

Date	Who	Where	Task/Item	
May 4	Applicants	SWAE Office	Completed Intent to Apply forms due	
May 11	Potential Examiners	SWAE Office	Examiner Applications Due for Performance Excellence Program	
May 18	All Examiners trained in		Pre-work for Examiner Training sent out – mandatory	
May 22 9:30 - 11:30 AM	<p style="color: red; text-align: center;">Nevada Training dates are canceled; ALL Examiners will follow the Phoenix Training dates</p>		Completed on June 5	
*June 5, 6 & 7 7:30 AM – 5 PM			Phoenix	Stage 1, 2 & 3
June 1			Nevada	In person only **if necessary
June 1	All Examiners trained in Phoenix		Pre-work for Examiner Training sent out – mandatory for all examiners bring completed on June 19	
June 4 9:30 - 11:30 AM	All Examiners attending Phoenix training	Webinar	Introductory Examiner Training	
*June 19, 20 & 21 7:30 AM – 5 PM	All Examiners trained in Phoenix	DVUSD Phoenix, AZ	Examiner Training- Stage 1, 2 & 3	
June 27 1:30-4:30 PM	Lead Examiners & SWAE	Webinar	2-3 hours Lead & Software Training; Site Visit Responsibilities; and initial applicant contact	
June 28 1:30-3:30 PM	All Examiners including Leads	Webinar	SBN JIT Training for Independent Review	
July 9	Applicants	SWAE Office	Completed Awards Applications due	
July 9-11	SWAE		Selection of Examination Teams, Leads, & Mentors	
July 11	SWAE		Distribute applications and supporting materials to examination teams	
July 12 1:00-3:30PM	Mentors	Webinar	Mentor Training Webinar	
July 12 – Aug 6	Examiners		Stage 1 - Independent Review of Applications	
Aug 2	All Examiners & Leads 9:30-10:30; Leads only 10:30-11:30	Webinar	SBN JIT Training for Consensus	
Aug 6 – Sept 9	Examiners & Mentors		Examiners Stage 2 – Team Conference Calls/Webinars (8-16 hours) & Consensus report completed	
Aug 8 1:00-3:30 PM	Applicants	TBD	Workshop – “How to Prepare for a Site Visit” - Sandy	
Aug 30	All Examiners 1:30-2:30; Leads 1:30-3:30	Webinar	SBN JIT Training for Site Visit	
Sep 10	Lead Examiners	SWAE	Consensus scorebooks & scoring sheets with mentor review due	
Sep 10-21 or 28	Examiners & Mentors		Site Visit Preparation	
Sep 23-28 & Sep 30 - Oct 5	Examiners/Mentors/ Applicants		Stage 3 - Site Visits completed (Site Visit time based on applicant type)	
Oct 15	Examiners	SWAE	Draft Feedback Reports with mentor review due (send to tech editor)	
Oct 19 1:00-4:00PM	Judges	TBD	Panel of Judges Training	
Nov 5	Judges	TBD	Stage 4 - Panel of Judges Meeting	
Nov 5 – 19	Judges & Lead Examiners		Finalize feedback report with tech edits	
Nov 12-19	SWAE		Stage 5 - Final Due Diligence conducted	
Nov 19	Lead Examiners	SWAE	Final Feedback Reports due	
Nov 26 – 30	SWAE		Applicants notification of selection/non-selection	
Dec 3	SWAE		News Release distributed reporting Recipients	
Nov 20 – Dec 9	SWAE		Editing of feedback reports	
Mid Dec TBD	SWAE		Feedback Reports provided to all applicants	
Jan/Feb. 2019	SWAE	TBD	Recognition Banquet for Recipients and Volunteers	

Examiner Information
Applicant Information

Revised 5/15/18

SBN: Scorebook Navigator Software

Thank You to Our Sponsors!

Gold Sponsor



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

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

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

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

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

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

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

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