

TriView National Bank Case Study Packet

Executive Summary

The TriView National Bank Case Study was prepared for use in the 2001 Malcolm Baldrige National Quality Award Examiner Preparation Course. The TriView National Bank Case Study describes a fictitious financial services institution. There is no connection between the TriView National Bank Case Study and any financial services institution, either named TriView National Bank or otherwise. Other organizations cited in the case study are also fictitious.

TriView National Bank scored in band 2, showing that the institution is in the beginning stages of a systematic approach responsive to the basic purposes of the Items, but major gaps exist in approach and deployment in some Categories. In addition, the institution is in the early stages of obtaining results stemming from approaches. If this were an actual Baldrige application with this scoring profile instead of a case study, the TriView National Bank probably would have been evaluated by a group of Examiners, each working independently during the Stage 1—Independent Review. For the 2001 Examiner Preparation Course, the TriView National Bank Case Study was evaluated using the Stage 2—Consensus Review Process, and Site Visit Issues were developed and included as part of the Scorebook.



Use of a Case Study Packet

A Baldrige case study packet is composed of the tools used to train Baldrige Examiners and their working documents in the evaluation process. As such, it demonstrates the Baldrige Award application and evaluation processes and provides insight into, and understanding of, the Criteria upon which evaluations are based. An especially useful tool, the case study packet includes information relating to scoring, Criteria responses, examination processes, and site visit procedures, as well as illustrating the format for an application.

In addition to their use by Examiners and applicants, case study materials are used by state and local award programs across the United States and in the internal award programs of many organizations. Countries around the world have also used the documents in the creation of their Baldrige-based award programs. Self-assessment and self-improvement uses of the case study packet are limitless, and outreach efforts of the Baldrige community are strengthened by use of the materials in this packet.

The six documents described below illustrate the 2001 Malcolm Baldrige National Quality Award application and evaluation processes.

The TriView National Bank Case Study

The TriView National Bank Case Study is a sample application written for a fictitious organization applying for the Baldrige Award. It demonstrates the form and content of an application, providing information requested in the seven Categories of the Business Criteria for Performance Excellence. Responses are presented for each of the 18 individual Items, comprising 29 separate Areas to Address.

The TriView National Bank Case Study was an important part of the 2001 Examiner Preparation Course. It was used in practice exercises about the Baldrige Award scoring system. The three evaluation dimensions of the scoring system are Approach, Deployment, and Results. The anchor point of the scoring system is 50%, which is awarded for an effective system, deployed in all major areas of the organization and achieving positive results in most major areas. Further details on scoring are given in the Handbook for the Board of Examiners and the Scorebook for Business, Education, and Health Care. The TriView National Bank Case Study scores are given in the TriView National Bank Scorebook.

The TriView National Bank Scorebook

The TriView National Bank Scorebook contains comments and a scoring range on each of the 18 Items of the application as well as a listing of specific issues to be addressed in the event of a site visit. These issues provide the initial basis for site visit planning which also includes verification and clarification of the major points of the application.

The recommended scoring ranges for the TriView National Bank Case Study are shown at the beginning of the report. For an actual application, information from the Examiners' scores is used by the Panel of Judges to determine if the applicant advances to the next stage of the review process. Details of the review process are given as introductory material in the TriView National Bank Feedback Report.

The TriView National Bank Feedback Report

The TriView National Bank Feedback Report is an example of the report that all applicants will receive in response to their application. Prepared by members of the Board of Examiners, feedback reports are based on the written application, comments and scores, and the results of site visits, if any.

Feedback reports summarize key themes of the application evaluation, identify the band of an applicant's total score, identify a percentage range for each Criteria Category, and list strengths and opportunities for improvement. They are intended to report the findings of the Examiners and should not be prescriptive in nature.

The 2001 Business Criteria for Performance Excellence

The 2001 Business Criteria for Performance Excellence provide a system and framework for organizational excellence. These Criteria are the basis for organizational self-assessments, for making Awards, and for giving feedback to applicants.

The Business Criteria for Performance Excellence, like their health care and education counterparts, evolve with changing performance requirements and as these requirements become better understood. For 2001, there are a number of key changes in the Business Criteria. Criteria questions have been better aligned throughout the seven Categories and in the new Organizational Profile to accomplish the purpose of Baldrige self-assessment and external assessment: to determine organizational gaps and alignment in approach and deployment (Categories 1–6) and to determine organizational gaps and strength of performance in results areas (Category 7).

Handbook for the Board of Examiners

The Handbook for the Board of Examiners provides basic information about the Malcolm Baldrige National Quality Award and the processes used in evaluating applicants. Its intent is to ensure fair and thorough evaluations of all Award applicants and to guide the Examiners in fulfilling their responsibilities.

Scorebook for Business, Education, and Health Care

The Scorebook for Business, Education, and Health Care provides Examiners with a concise, organized, and standardized method to record comments and scores as they evaluate an applicant for the Malcolm Baldrige National Quality Award. In addition to various worksheets used by Examiners, this booklet contains a high-level flowchart illustrating the scorebook development process.

Note: This packet is intended for use with the 2001 Business Criteria for Performance Excellence for the Malcolm Baldrige National Quality Award. It is anticipated that the Criteria and Award processes will undergo some change each year. Therefore, the 2001 Case Study Packet may not be directly comparable with future editions.

Baldrige Educational Materials

To receive individual copies of the 2001 Criteria for Performance Excellence, the 2001 Education Criteria for Performance Excellence, the 2001 Health Care Criteria for Performance Excellence, and the 2001 Baldrige Award Application Forms, use the information provided on the back cover to contact the National Institute of Standards and Technology.

To order bulk copies of the Criteria or any of the materials listed below, contact the American Society for Quality. See the back cover for telephone, E-mail, and fax numbers.

2001 Case Study Packet: *TriView National Bank* (A financial institution)
Item Number T1091, \$49.95 plus shipping and handling

2000 Case Study Packet: *Coyote Community College* (A public community college)
Item Number T1090, \$49.95 plus shipping and handling

1999 Case Study Packet: *Collin Technologies* (A small manufacturing business)
Item Number T1079, \$49.95 plus shipping and handling

1998 Case Study Packet: *Gemini Home Health Services* (A for-profit, home health care service company)
Item Number T1083, \$49.95 plus shipping and handling

Education Case Study Packet:
Ridgecrest School District (A K-12 school district)
Item Number T1023, \$7.28

Health Care Case Study Packet:
Pinnacle Health Plan (A managed care organization)
Item Number T1029, \$7.28

2001 Criteria for Performance Excellence: \$29.95 per packet of ten plus shipping and handling
2001 Business Criteria – Item Number T1105
2001 Education Criteria – Item Number T1106
2001 Health Care Criteria – Item Number T1107

Award Recipients' Videos: The Award recipients' videos are a valuable resource for gaining a better understanding of performance excellence and quality achievement. The videos provide background information on the Baldrige National Quality Program, highlights from the annual Award ceremony, and interviews with representatives from the Award recipients' organizations for each year since the Award's inception in 1988.

Baldrige National Quality Program

**Baldrige National Quality Program
National Institute of Standards and Technology
Technology Administration
United States Department of Commerce
Administration Building, Room A600
100 Bureau Drive, Stop 1020
Gaithersburg, MD 20899-1020**



The National Institute of Standards and Technology (NIST) is a nonregulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to strengthen the U.S. economy and improve the quality of life by working with industry to develop and apply technology, measurements, and standards. The Baldrige National Quality Program (BNQP) at NIST is a customer-focused federal change agent that enhances the competitiveness, quality, and productivity of U.S. organizations for the benefit of all citizens. BNQP develops and disseminates evaluation criteria and manages the Malcolm Baldrige National Quality Award. It also provides global leadership in promoting performance excellence and in the learning and sharing of successful performance practices, principles, and strategies.

Call BNQP for

- information on improving the performance of your organization
- information on applying for the Baldrige Award
- information on becoming a Baldrige Examiner
- information on the Baldrige Award recipients
- individual copies of the Criteria for Performance Excellence—Business, Education, and Health Care (no cost)
- information on BNQP educational materials

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web address: <http://www.quality.nist.gov>

**American Society for Quality
600 North Plankinton Avenue
Milwaukee, WI 53203**

The American Society for Quality (ASQ) advances individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange. ASQ administers the Malcolm Baldrige National Quality Award under contract to NIST.

Call ASQ to order

- bulk copies of the Criteria
- case studies
- Award recipients' videos

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: ask@asq.org
Web address: <http://www.asq.org>

Design: RCW Communication Design Inc.