



Update

October 2009

15 Applicants Selected for Site Visit Review

On September 10, 2009, the Judges' Panel of the Malcolm Baldrige National Quality Award reviewed data on all 70 of the 2009 Award applicants and selected 15 applicants to move on to Site Visit Review. This group includes both of the manufacturing applicants, 2 of the 5 small business applicants, 8 of the 42 health care applicants, 1 of the 9 education applicants, and 2 of the 8 nonprofit applicants. None of the 4 applicants in the service category will receive a site visit.

Site visits are scheduled for October 11–17 for health care and manufacturing organizations and October 18–24 for education organizations, small businesses, and nonprofit organizations. The Judges will meet November 16–20 to determine which of these organizations to recommend to U.S. Secretary of Commerce Gary Locke as Award recipients, and the recipients will be announced shortly thereafter.

The Baldrige Program sincerely thanks the hundreds of volunteer Examiners, Senior Examiners, and Alumni Examiners, who served as Item Leads, Item Backups, Team Leaders, and coaches/mentors—as well as in other roles—during Independent Review and Consensus Review, in addition to those volunteers who continue to serve during Site Visit Review.

Examiner Application Opens November 12

The application for appointment to the Board of Examiners for the 2010 Malcolm Baldrige National Quality Award opens **Thursday, November 12, 2009**, and closes **Thursday, January 7, 2010**, both at 2:00 p.m. EST. All Examiners and Alumni Examiners must reapply each year for appointment to the board.

Has your e-mail address changed lately? If so, please send your current e-mail address to Suzana Weaver (**suzana.weaver@nist.gov**). Because your information is preloaded, you will need a PIN and password to access the online application—whether you are a returning Examiner or a previous applicant to the board. On November 12, returning Examiners and previous applicants will each receive an e-mail containing a new PIN and a temporary password. Prior-year PINs and passwords will not work this year.

New and previous applicants must submit two recommendations electronically via the online application system by 2:00 p.m. EST on January 7, 2010, as part of the application package. Returning Examiners do not need to supply recommendations.

- If you applied for the 2009 board but were not selected, you may choose to use your 2009 recommendations or to submit new ones.
- If you applied for the board before 2009 but were not selected, you will need to submit new recommendations.

For more information on the Examiner application process and conditions of involvement, see the Examiner Application Web site (**www.baldrige.nist.gov/Examiner_Application.htm**). We look forward to receiving your application.

Where, Oh Where, Have the Criteria Gone?

The Baldrige community is full of dedicated people who carry the principles and core values of the Criteria in their hearts and minds ... and more than a few who even carry the Criteria booklet with them when they travel to unusual, far-flung places.

The next time you carry the Criteria booklet through the Taj Mahal, the Louvre, or another interesting place, have someone snap a photo. Send it to **robert.fangmeyer@nist.gov**, and we will include as many photos as possible in upcoming issues of *Update*.



Help Us Recruit Future Examiners

Do you belong to an association or other professional network that might be a good source of potential Examiners? Many of our most successful Examiners come to the Baldrige Program through referrals from current and past Examiners and from other friends of the Program.

If you have access to an e-mail list or other mechanism that allows you to post this opportunity, please contact Zara Brunner at (301) 975-2001 or zara.brunner@nist.gov. She'll send you text that you can customize with your own experiences as an Examiner. We would like to track these efforts, so if you post this opportunity to an e-mail list or elsewhere, please let Zara know.

Baldrige Help Center: Call (877) 237-9064

The Baldrige Program now has a consolidated toll-free Help Center telephone number—(877) 237-9064—instead of separate numbers to call for Award process help, Examiner training information, help with training logistics, and information on the Award ceremony. If you call the former numbers, you will still reach the correct destination. Customer service is available at (301) 975-2036 as well as through the toll-free number.

2010 Award Application Deadlines

The *2010 Baldrige Award Application Forms* will be available on the Program's Web site (www.nist.gov/baldrige) on October 28, 2009. Deadlines for submitting eligibility and application packages for the 2010 Baldrige Award are as follows.

Eligibility Certification Packages

- due March 1 with a nomination to the Board of Examiners
- due April 6 without a nomination

Award Application Packages

- due May 6 if submitted on CD
- due May 20 if submitted on paper

Other dates relating to the Award process, Examiner training, and conferences will be available on the 2010 Baldrige Process Calendar (www.baldrige.nist.gov/Calendar.htm) in late November.

Award Process Pilot to Inform 2010 Process

During the 2009 Award cycle, the Baldrige Program conducted a pilot Award application evaluation process designed to improve the feedback reports given to applicants and the learning experiences of Examiners in 2010. The pilot tested two main changes to the current process:

- Revised Independent Review Worksheets combined synthesis with the analysis in the current process. In addition, Examiners wrote two feedback-ready comments per Item: one strength and one opportunity for improvement.
- Consensus Review involved a shortened virtual consensus process and more thorough consensus calls.

The pilot involved three pilot teams—composed similarly to those in the current process—each evaluating an application from a different sector. At the same time, different teams used the current process to evaluate the same applications. Applicants received feedback resulting from the current evaluation process only.

Feedback from pilot participants has been positive. For example, on a survey conducted after Independent Review, one Examiner commented that the “organization of the worksheets ... made it easier to write consensus comments.” More than 80 percent of the participants indicated that the pilot Consensus Review process was “better” or “much better” than the current one. One returning Examiner said that the pilot consensus call included “much more robust discussion, and coming from an Examiner whose company is also an applicant, I appreciate the discussion because it ... results in better understanding of the applicant and, therefore, better feedback.”

Update

Improvements for the 2010 Award cycle will be based on a final evaluation of the pilot process. Feedback arising from the pilot will also inform the development of the Baldrige Online Scorebook Solution (BOSS), which all Examiners will use in 2010. Watch for more information on the BOSS in future issues of this newsletter.

Some Great Audio and Video Material on Award Recipients ...



... is available from the Baldrige Web site and from YouTube (www.youtube.com/usnistgov), including an on-demand webcast, podcasts, audio recordings, and conference materials—all from Quest for Excellence XXI in April 2009. Choose a combination to suit your needs for learning and sharing. For a description of the offerings, see www.baldrige.nist.gov/Virtual_QE_XXI/index.htm.

Note that the webcast featuring the leadership plenary and several concurrent sessions is available only through the end of October. The journey presentations and the featured remarks by Simon Cooper, President and Chief Executive Officer (CEO) of The Ritz-Carlton Hotel Company, LLC, and Terry May, President of MESA Products, Inc., are available free of charge to view and/or listen to from your computer via YouTube or to download as podcasts.

If you have questions on these offerings, please contact Barbara Fischer at (301) 975-8942 or barbara.fischer@nist.gov. In addition, we'd like to hear your comments on these products as we plan the next Quest for Excellence Conference.

17 Years of Baldrige Scoring Data Now Available

The Baldrige Program recently published “blinded” (anonymous) scoring data on 1,033 applicants for the Baldrige Award during the years 1990–2006. The data, posted at www.baldrige.nist.gov/Data_Analysis/index.htm, are being publicly released in response to many requests and to facilitate further analysis by interested researchers.



Presented in both tabular and graphic forms, the scoring data come from both Independent Review (the initial evaluations by individual Examiners) and Consensus Review (the later evaluation by the full Examiner team) for

- all 17 years and all six Award categories (manufacturing, service, small business, education, health care, and nonprofit) together
- all 17 years by individual Award category
- Award categories within individual years
- years within individual Award categories

Applicants and Examiners are not identified in the data. Future updates will add such features as individual applicants' scores in each Baldrige Criteria for Performance Excellence Category and the ability to track the scoring progress of repeat applicants.

For more information, call (301) 975-2036 or send an e-mail to baldrige@nist.gov.

Contract Awarded in Support of Education and Manufacturing Organizations

In September 2009, the Baldrige Program competitively awarded Key Teknowledgy Corporation a contract designed to build the capability of U.S. education and manufacturing organizations to use and benefit from the Baldrige Criteria.

Key Teknowledgy will develop a process for working through state and local Baldrige-based quality programs to cover or subsidize the cost of developing novel training curricula for education institutions and small- to medium-sized manufacturers. The curricula will help these organizations understand the Baldrige Criteria and the characteristics and practices of Baldrige Award recipients. All curricula developed will be available to all state and local quality programs.

accomplishment

Baldrige on the Road

Since July 2009, the Baldrige Program has exhibited at the conferences of the following organizations: the American Society of Association Executives and the Center for Association Leadership, the Association of Small Business Development Centers, and the International City/County Management Association.

This fall and winter, the Program will exhibit at the Association for Manufacturing Excellence's Annual Conference in Covington, Kentucky (October 19–23); the National Quality Education Conference in Jacksonville, Florida (October 25–27); and the Institute for Healthcare Improvement's National Forum on Quality Improvement in Health Care in Orlando, Florida (December 6–9). We hope to see you at one of these events!

Thanks to Our Examiner Ambassadors

Many thanks to the following Examiners and former Examiners, who reported outreach efforts between early June and late August: Richard Allen, John Boyko, Pat Griffith, and Bob Scanlon. In addition, the following Examiners and former Examiners requested the portable exhibit and/or outreach materials: Sue Alexander, Debbie Hasse, Barry Johnson, Ron Kincer, Tom Mauro, MaryAnn Pranke, Er Ralston, Victoria Taylor, John Vinyard, T. Waldmann-Williams, and Anne Warner.

We thank all of our ambassadors for their outreach activities. If you have conducted outreach on behalf of the Baldrige Program and wish to be recognized, please report your activities to the Outreach and Communications Team via fax at (301) 948-3716 or e-mail at baldrige@nist.gov.

NIST/ASQ News Comings and Goings

Harry Furukawa recently joined the Award Process Team as a Business Specialist, coming to the Baldrige Program from the ranks of the Board of Examiners. As a former Senior Examiner, Harry has led site visit teams and facilitated Examiner Preparation classes.

Formerly a Principal of Synergy Works, LLC, he has also served as Vice President, Learning and Quality, at Goodwill Industries International; Associate Director of the University of Maryland Center for Quality and Productivity; and Senior Director, Strategic Planning, of the American Red Cross. He holds a bachelor of arts degree in psychology from the Johns Hopkins University, a master of architecture degree from Harvard University's Graduate School of Design, and a master of business administration degree from Loyola University in Maryland.

For Harry, Baldrige is a family interest, as his wife has also served as a Senior Examiner. Harry enjoys playing tennis, being a "soccer dad," and cooking. He can be reached by telephone at (301) 975-8732 or by e-mail at harry.furukawa@nist.gov.

Update The official newsletter for the Board of Examiners of the Malcolm Baldrige National Quality Award

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