

Minutes

Judges Panel of the Malcolm Baldrige National Quality Award Baldrige Performance Excellence Program

National Institute of Standards and Technology
September 9–13, 2024 • Via Microsoft Teams

Attending

Judges: Keith Everett, Cary Hill, Lynda Johnson, Sophia McIntyre, Brian Miller, Jennifer Niswonger, Rebecca Ruhl, Peter Scheuer, Allyson Young

NIST: Jamie Ambrosi, Dawn Bailey, Rebecca Bayless, Robyn Decker, Mary Eastman, Robert Fangmeyer, Barbara Fischer, Elif Karakas, Darren Lowe, Christine Schaefer, Kelly Welsh

Robert Fangmeyer, director of the Baldrige Program, welcomed everyone and thanked the judges. He said there was a paradigm shift this year in choosing organizations to receive the Baldrige Award. The Baldrige Award process should be used to identify role models rather than to evaluate an organization on every single question in the Baldrige Excellence Framework. The framework is intended to be a wholistic, full-organization assessment, which is important, but it's not necessary to evaluate every question in the framework to determine role models.

Cary Hill, chair of the Judges' Panel, thanked all of the judges and the Baldrige team for making this award process happen. Each judge is here to help organizations be successful and to showcase their critical thinking skills and expertise in working through dialogue to get to the right decision, he said.

Rebecca Bayless presented an overview of the judging process along with the roles and responsibilities of judges during the meeting. She also provided a sample of the process check sheet, explained the role of examiner team leaders, and summarized the voting process. A supermajority is needed to be recommended for the award. It was noted that judges with a real or perceived conflict with an applicant are excused from the meeting during any conversations about and voting on that organization. This impacts the number of judges voting for each applicant and what constitutes a supermajority. If not recommended for an award, the judges may recommend an organization for a Best Practice Spotlight, which is an activity, program, or process that is having a significant impact in an area of importance to the organization and the nation.

Recommendations for the Malcolm Baldrige National Quality Award

- 1 service organization
- 2 nonprofit organizations
- 1 education organization
- 1 health care organization

In addition, one organization was recommended for three best practice spotlights.

Fangmeyer thanked the judges and previewed changes to the 2025-2026 Baldrige Excellence Framework. The Baldrige Program believes it has an opportunity to recognize and reposition content so that the framework may be more useful for any organization at any level of maturity. The goal is to reduce complexity so that framework content is easier to understand, and an organization can recognize its next improvement step.

The meeting was adjourned at 12:02 pm, September 12, 2024.



Cary Hill, Chair, Judges Panel



Date