

# Baldrige Performance Excellence Program

Bob Fangmeyer, Director

Program Update | June 5, 2018



# Baldrige Performance Excellence Program

A 30-year-old public-private partnership to improve the quality, performance, and sustainability of organizations in the US

Establish the standard of excellence

Identify role-model organizations

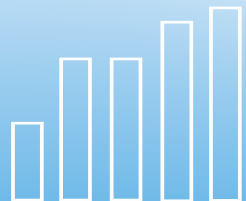
Foster use of the standard and share best practices



# Unique Public-Private Partnership

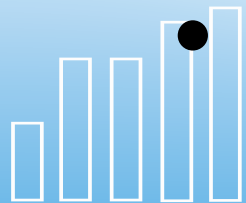
- Original Components
  - NIST/DOC
  - Board of Overseers
  - Panel of Judges
  - Baldrige Foundation
  - National association (ASQ)
- Additional Components
  - Award Recipients
  - Board of Examiners
  - Alliance for Performance Excellence

Private sector contributions exceed \$10,000,000\* per year.



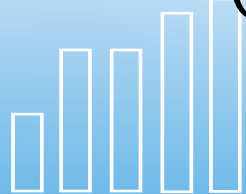
# Board of Overseers, includes

- VP of Quality, ALCOA (Arconic)
- Pres/CEO, American College of Healthcare Executives
- Pres/CEO College of Healthcare Information Management Executives
- VP of Quality and New Product Introduction, Ford Motor Company
- Pres/CEO Main Line Health
- Superintendent, Menomonee Falls School District
- Chair, National Association of Corporate Directors
- President, Northwest Missouri State University
- Senior Managing Director, United States Golf Association



# Panel of Judges, includes

- EVP/COO, Charleston Area Medical Center
- Senior Financial Management Executive, Del Norte Credit Union
- Director, Eaton Business Excellence
- Senior Project Manager, Microsoft
- EVP/COO, Northwood University
- Assistant Adjutant General, Ohio National Guard
- Superintendent, Pewaukee School District
- Director, PriceWaterhouseCoopers, Public Sector
- Chief Medical Officer, Sibley Hospital



# About the Baldrige Excellence Framework

- Developed and updated in partnership with industry
- Evolved from quality management excellence to organization-wide excellence
- Used as basis for the Award and as a leadership and management guide
- Nationally and internationally recognized and emulated
- Foundation for all other products and services



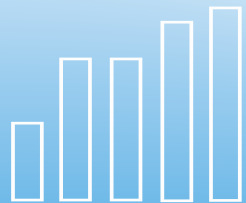
**Net Promoter Score: 80–100**



# About the Baldrige Award

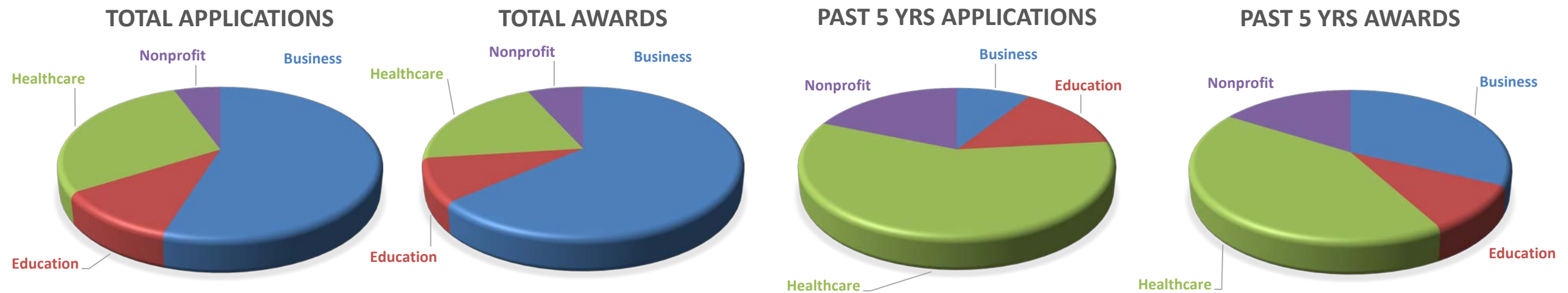
- Presidential award
- Highest level of national recognition for performance excellence
- Traditionally notified by Commerce Secretary; presented by the President of the United States
- Recipients agree to share their best practices

Net Promoter Score: 80–100

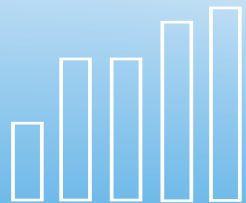


# About the Baldrige Award (cont)

- Over 1,700 applicants
- 118 recipients represent all sectors



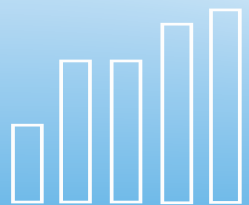
- Award applicants are a small fraction of the users.





# Business Recipients - First 5 vs Last 5 Years

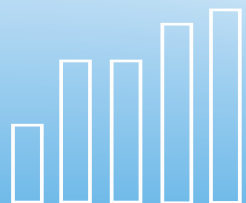
- AT&T
- Cadillac
- Boeing
- Federal Express
- IBM
- Motorola
- Ritz Carlton
- Texas Instruments
- Bristol TN Essential Services
- Stellar Solutions
- Don Chalmers Ford
- Lockheed Martin, Missile and Fire Control
- MESA Products
- Midway USA
- Momentum Group
- PriceWaterhouseCoopers, PSP



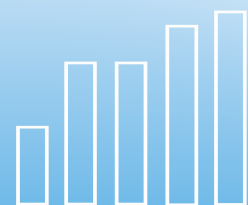
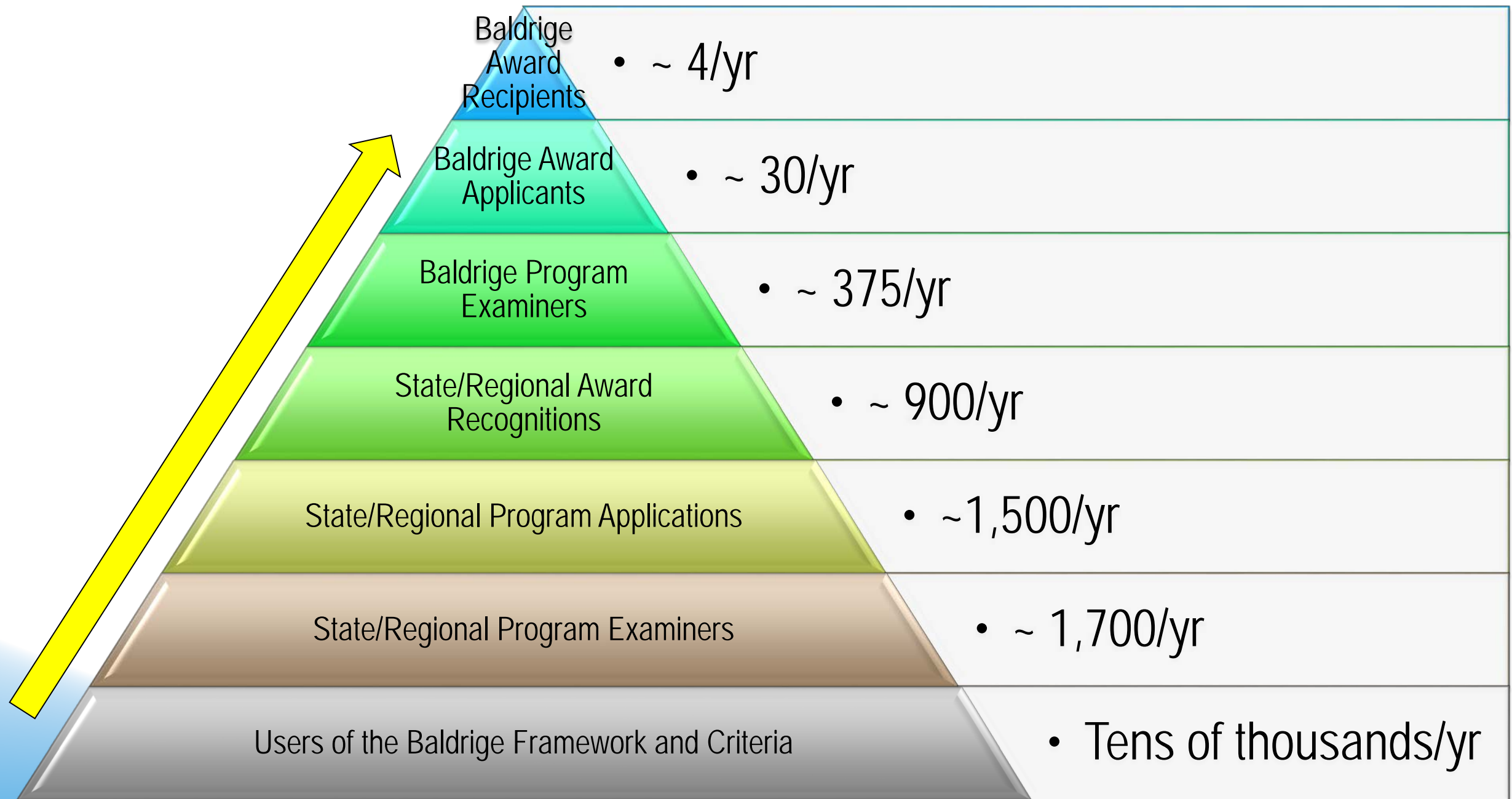
# Award Ceremony and Quest Conference

- Presidential award—aiming for a White House visit
- Secretary Ross presided over '16 award ceremony
- ~750 participants, increasing number of large groups attending Quest for Excellence
- 5 new and 12 former recipients shared their best practices

Net Promoter Score: 65

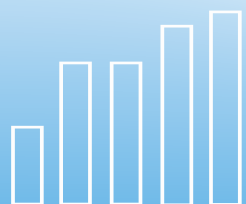
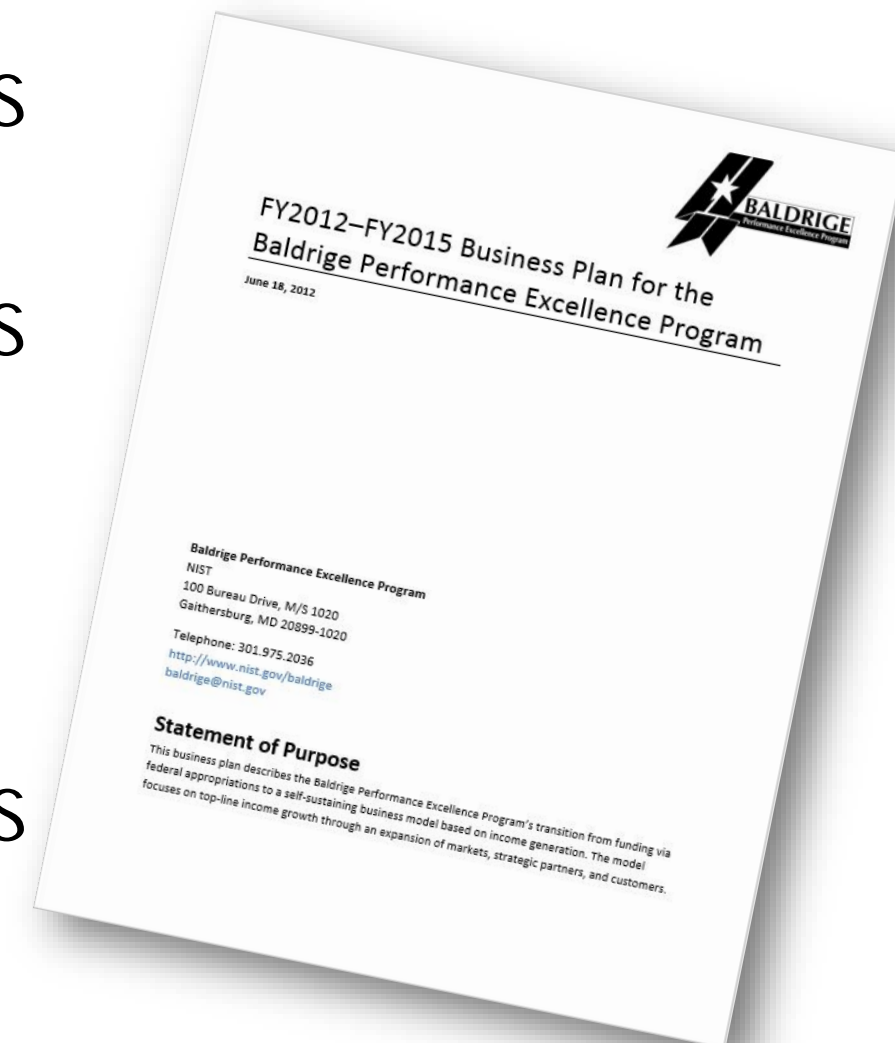


# The Performance Excellence Pyramid



# The Burning Platform, Agility, and Culture Change

- FY2012 and the loss of federal funding
- Creation of new business model and business plan
- Streamlined operations, leaned-out processes
- Reduced staff by 65%
- Designed, tested, and implemented new revenue streams
- Raised fees for existing products and services
- Increased revenues by nearly 300%



# Baldrige Executive Fellows Program

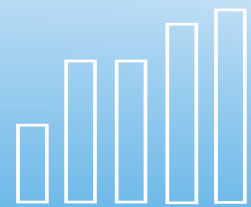
- In-depth learning from world-class organizations and their senior executives
- A peer network of fellow executives to tap into now and in the future
- Best practices and solutions to drive improvement in your organization's results
- A capstone project to address a unique strategic challenge or opportunity facing your organization

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*“...performance excellence comes to life!”*      *“The level of passion, enthusiasm, and excitement was second to none...”*

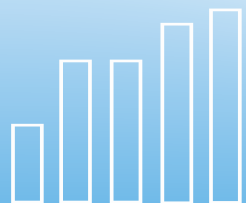
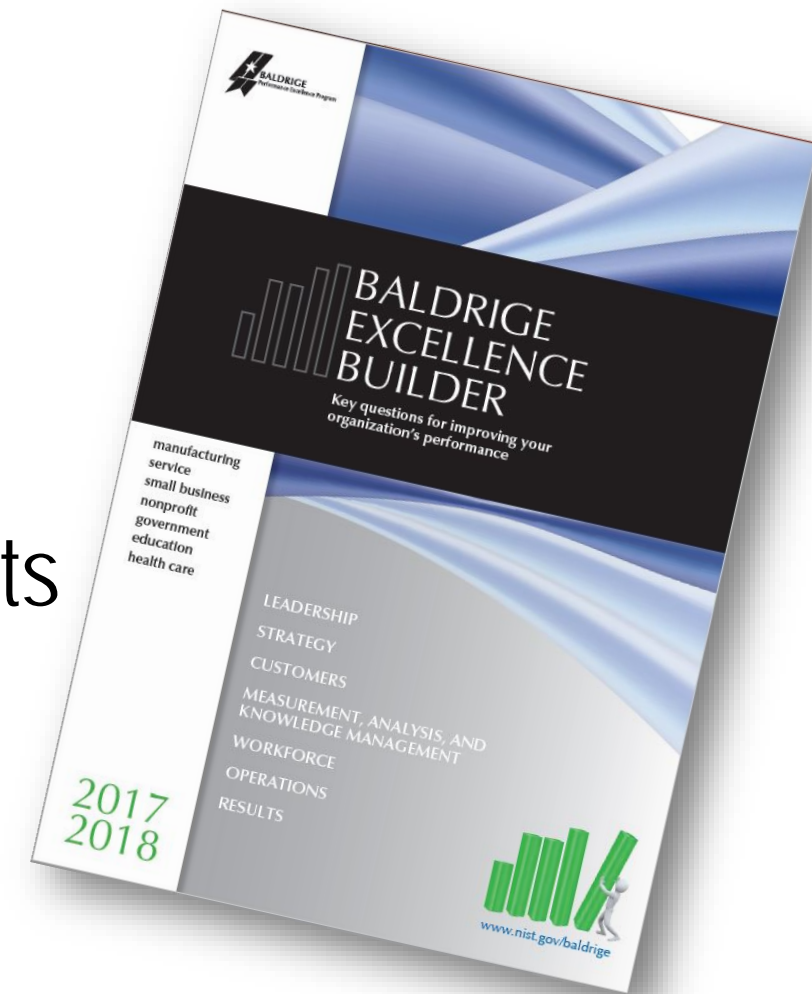
**Kathy Kearney, John Deere Financial**

**Brad Mitchell, UPS**



# Baldrige Excellence Builder

- Abbreviated version of the Excellence Framework
- Easier to understand and use
- Freely available
- Standardized assessment tier in the state/ regional programs
- Foundation for other further derivative products and services



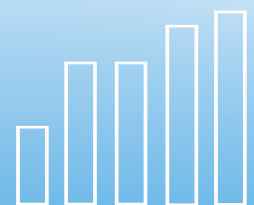
# Baldrige Examiner Training Experience

- Fulfills a previously unmet demand for Baldrige training for non-examiners
- Leverages availability of unused seats in examiner training
- Serves as a recruitment tool for future examiners
- Revenues permit us to train volunteer examiners without charging a tuition fee

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*“Best professional development program that I’ve ever attended”*

**Dr. Mark J. Safferstone, Executive Director  
UMW Campuses at Stafford and Dahlgren**



# Baldrige Collaborative Assessment

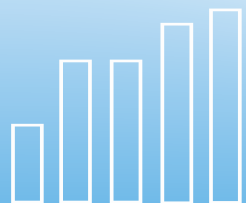
- Any organization may participate
- Not associated with the award process in any way
- Team of 6 very experienced Baldrige examiners
- Planning calls held in advance to understand organizational context
- 4.5 days at the organization's site(s)
- Joint assessment with recommendations and immediate feedback



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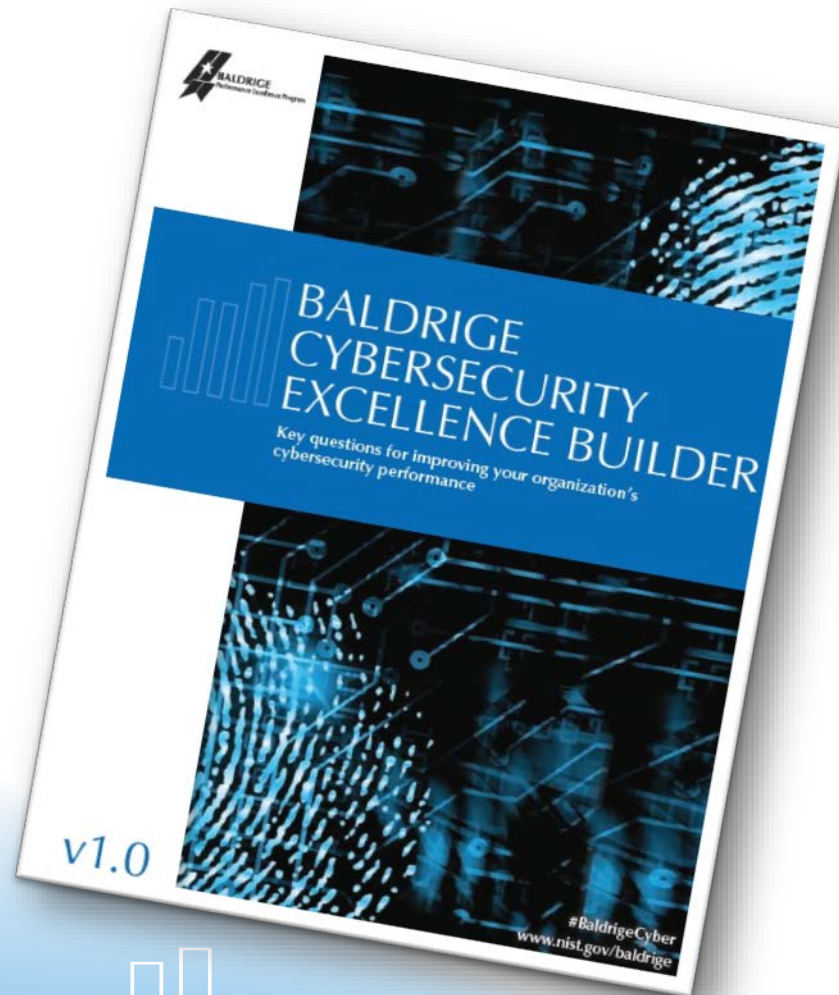
***“This intensive, 5-day collaborative assessment was extremely well-planned, professionally staffed and organized, and artfully deployed. The quality and usability of the formal feedback report was also outstanding.”***

**Kin Hill, CEO  
Charleston Water System**





# Baldrige Cybersecurity Excellence Initiative



- Help organizations understand the robustness and effectiveness of their cybersecurity programs and practices
- Help organizations gauge how cybersecurity efforts align with organizational strategy
- Emphasize the tracking and use of performance metrics to drive decision making and improvement
- Aid and encourage effective use of Cybersecurity Framework
- Recognize and share role model best practices

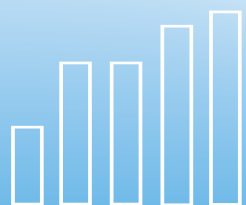




# **communities** of excellence 2026

To achieve **improved health and well-being, better educational outcomes, and more robust economic conditions**, communities need a **systems approach** to improvement.

- Formal agreement between BPEP and COE
- Development of a Communities Framework
- Nationwide learning collaborative
- Recognition of Communities on the journey

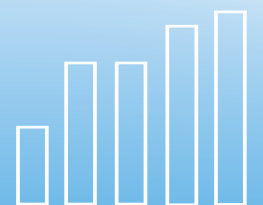
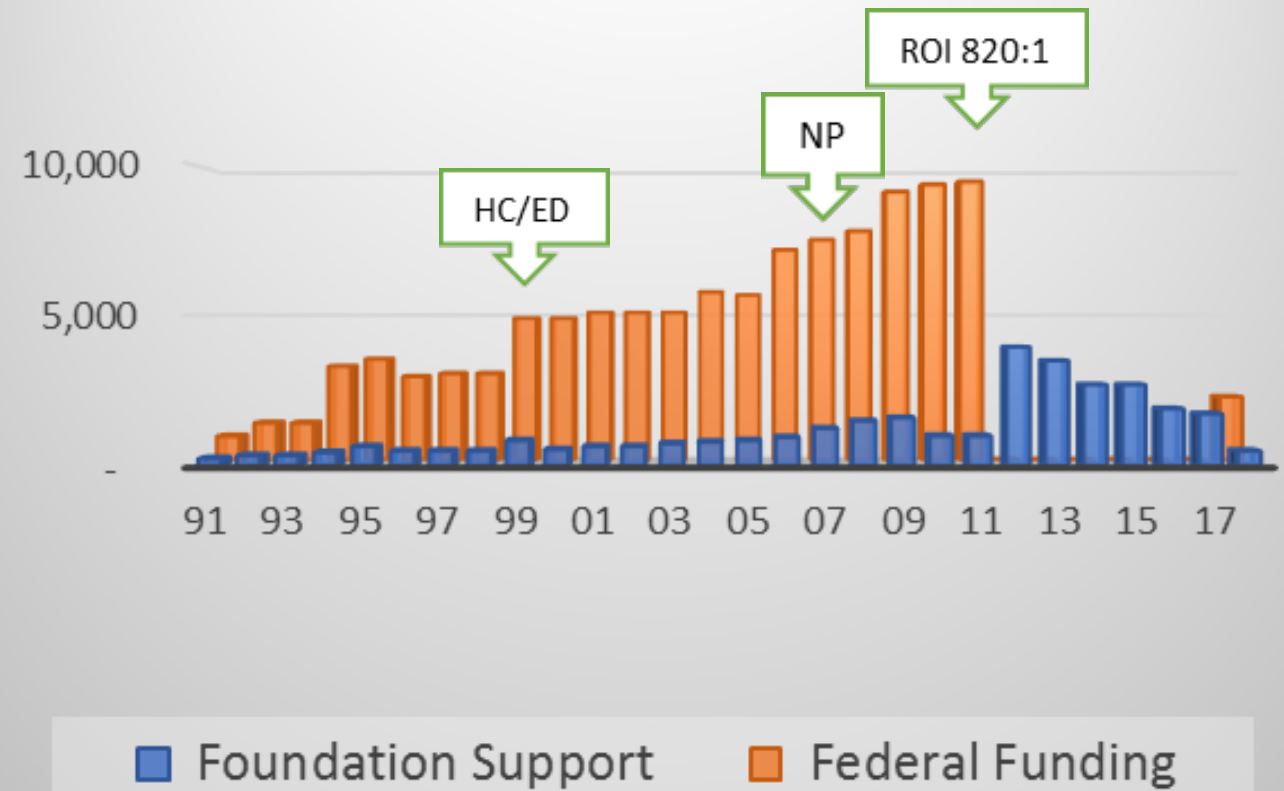


# Financial Performance

## Closing the Gap (\$K)

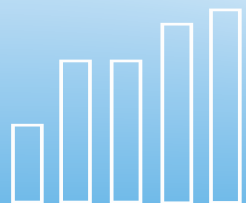


## Funding Profile (\$K)



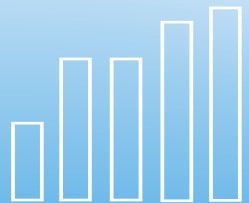
# Looking to the Future ...

- Continue efforts to ensure program sustainability
  - Enhance revenue streams/control costs
  - Support Foundation fundraising and congressional outreach, as appropriate
- Enhance alignment and integration of the Baldrige Enterprise
- Expand Baldrige Cyber/Communities of Excellence
- Increase collaboration with MEP to better serve small manufacturers
- Create additional framework derivatives to address national needs

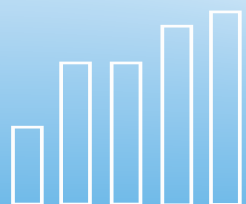


# Thank you for your attention!

- Comments?
- Questions?



# Supplemental Slides



# Reach and Impact of Baldrige

**Baldrige Program NIST**

College/ University Business Courses

10,000+ Baldrige Examiners

~80 Business Excellence Programs Worldwide

Rated #1 Leadership Development Program

Baldrige Executive Fellows

Baldrige Communities of Excellence

106 Baldrige Award Recipients

55,000+ presentations

Baldrige Performance Excellence Groups

1,600+ Baldrige Award Applicants

Improved: operations, engagement, outcomes

Association Baldrige-Based Programs

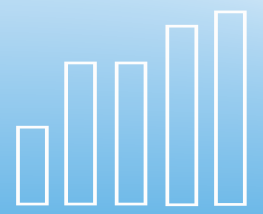
30+ State/ Sector Baldrige-Based Programs

10,000 applications  
20,000 examiners  
40,000 conference attendees

Federal Baldrige-Based Programs

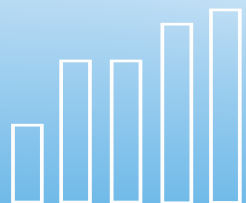
Corporate Baldrige-Based Excellence Programs

Baldrige-Based Accreditations



# Products and Services to Spread Performance Excellence

- Baldrige Excellence Framework
  - Baldrige Award process
  - Application summaries of award recipients
  - Annual fictitious case studies
  - Award ceremony and Quest for Excellence Conference
  - Regional Conferences
- Social media: Blogrige, LinkedIn, Twitter
  - Baldrige Executive Fellows Program
  - Baldrige Excellence Builder
  - Baldrige Examiner Training Experience program
  - Collaborative Assessment offerings
  - Communities of Excellence initiative
  - Baldrige Cybersecurity Excellence Program





"The publication containing the Baldrige Criteria is probably the single most influential document in the modern history of American business."

-Gordon Black, Chairman and CEO  
Harris/Black International

"Baldrige recipients outperform the S&P 500 by 6.5 to 1"

"'Baldrige Index' Outperforms S&P 500 for Fifth Year"

Conservative benefit to cost ratio for the Program is 820:1.

Program generates ~\$1 billion in economic benefit annually.

