



The Foundation for the Malcolm Baldrige National Quality Award

"The award that bears his name reflects the virtues that he brought to public service and how he lived in his private life, a commitment to excellence, shrewd judgment and sound judgment, principled leadership, integrity, and a sense of responsibility."

George W. Bush



"I was proud as a U.S. Senator to vote in favor of the Baldrige Act..." this award has helped us re-focus on the future, on quality, on performance, and most importantly maybe, on innovation."

Joe Biden

"In just a few years, the National Quality Award has literally become the standard of business excellence. And the renewed spirit of excellence in business, of making quality an integral part of America's corporate strategy, has truly, I believe, made us more competitive in the international arena."

George H.W. Bush

"The Malcolm Baldrige National Quality Award, which highlights customer satisfaction, workforce empowerment, and increased productivity, has come to symbolize America's commitment to excellence."

Bill Clinton

"I always prized the quality of Mac's vision. He had the capacity to look up from the dust of the plains to see the distant mountains."

Ronald Reagan





Presents:

**Using the Baldrige Performance Excellence Framework to
Improve organizational resilience and sustainability:**

Research Findings

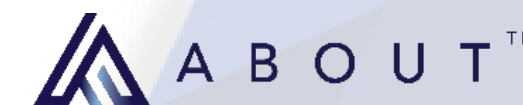
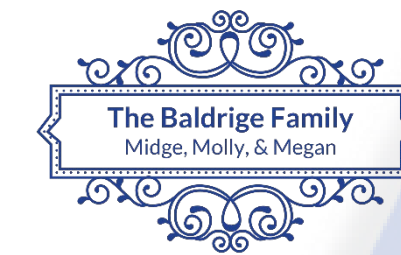
June 23, 2022



Mac Baldrige Society Institute Trustees



A Special Thanks to Our Donors & Sponsors!



Opening Remarks/Agenda

Introduction

Al Faber

Guest Presenters

Janice K. Garfield, PhD, Walden University

Meridith K. Wentz, PhD, University of Wisconsin - Stout

Marilyn Powell, PhD, West Coast University

Suzanne Collins, DBA, Aero-News Network

Michael Dillard, DBA, Allstate Insurance Company

Allen R. Turner, DBA, NASA Glenn Research Center

Questions from the Audience

Al Faber, Moderator

Program Update

Bob Fangmeyer, Director, Baldrige Program, NIST

Closing Remarks

Al Faber



BALDRIGE FOUNDATION QUARTERLY
WEBINAR

23 JUNE 2022

**USING THE BALDRIGE PERFORMANCE
EXCELLENCE FRAMEWORK TO
IMPROVE ORGANIZATIONAL
RESILIENCE AND SUSTAINABILITY:
RESEARCH FINDINGS**

A stylized sun graphic on the left side of the slide. It features a solid yellow circle at the bottom, with a dashed yellow arc above it, all set against an orange background. A large white semi-circle is positioned to the right of the sun, containing the text.

PRESENTERS

JAN GARFIELD

MARILYN POWELL

SUZANNE COLLINS

MICHAEL DILLARD

ALLEN TURNER

MERIDITH WENTZ

A WORD ABOUT WALDEN



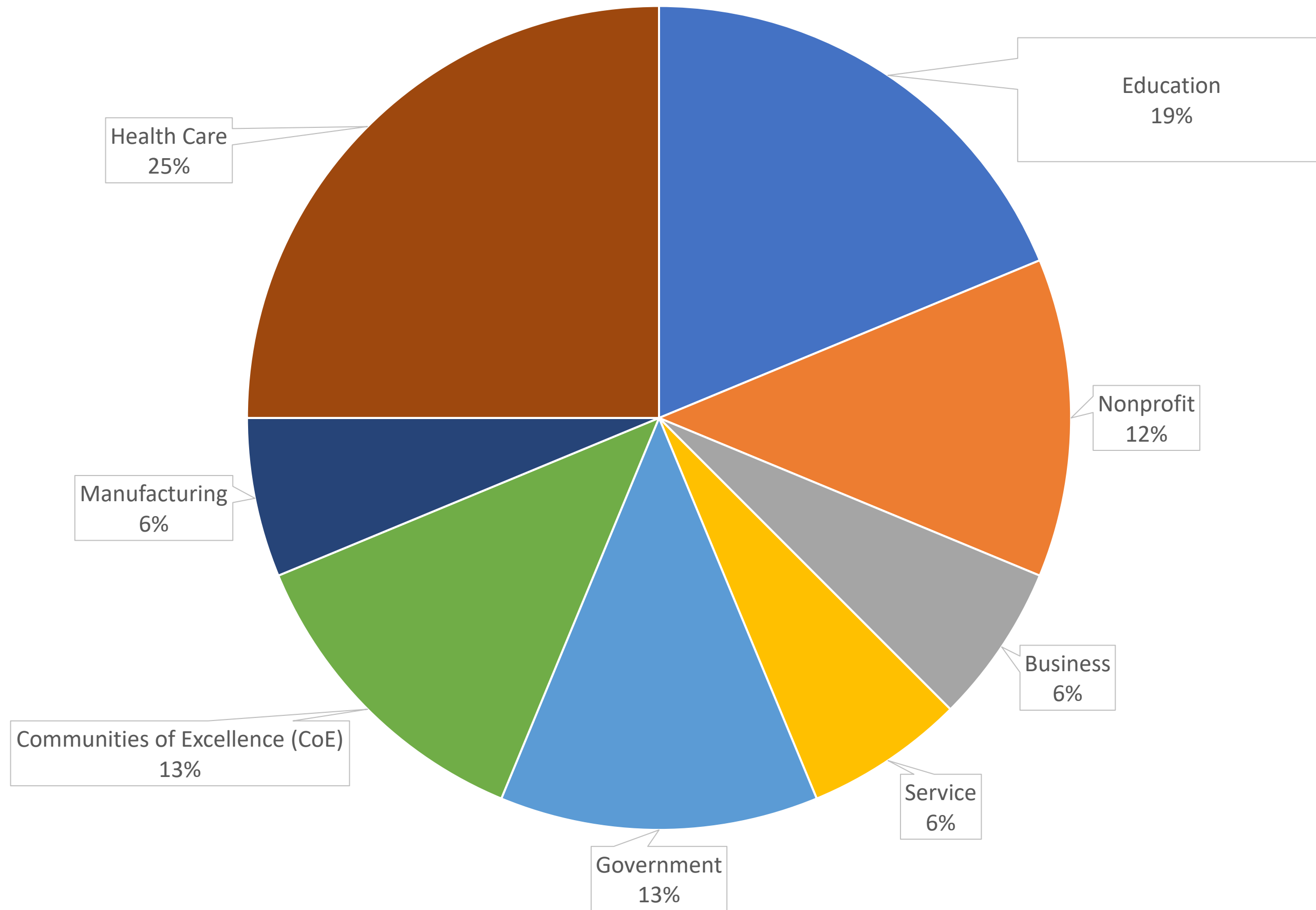
HOW THE RESEARCH PROJECT BEGAN



Walden's Baldrige Research Team

- **Janice K. Garfield, PhD, Team Leader, DBA Core Faculty, Walden University**
- **Meridith K. Wentz, PhD, Core Team, Assistant Chancellor, University of Wisconsin-Stout**
- **Audrey Butlett-Swenson, MLIS, Core Team, Library Liaison to College of Mgmt and Human Potential**
- **Kevin Wilkinson, EdD, Core Team, Program Director/Asst Prof, University of Wisconsin-Stout**
- **Gary Zack, DBA, Former Director of Information Technology, Geisinger Health System**
- **Michael Dillard, DBA, CEO, Dillard Global Coaching and Leadership Dvlpt Institute (Reimann Scholar)**
- **Suzanne Collins, DBA, Former Information Technology Manager, Plasser American Corp (Reimann Scholar)**
- **Andria Coleman, DBA, Food and Nutrition Manager/General Manager, Sodexo North America**
- **Adrienne D. Adkins-Provost, DBA, Vice President of Strategy Information, Fresenius Kidney Care**
- **Allen R. Turner, DBA, Emergency Management Specialist NASA Glenn Research Center (Reimann Scholar)**
- **Susan McKeon, DBA, Chief Financial Officer/Assoc. Lab Director, Brookhaven National Laboratory**

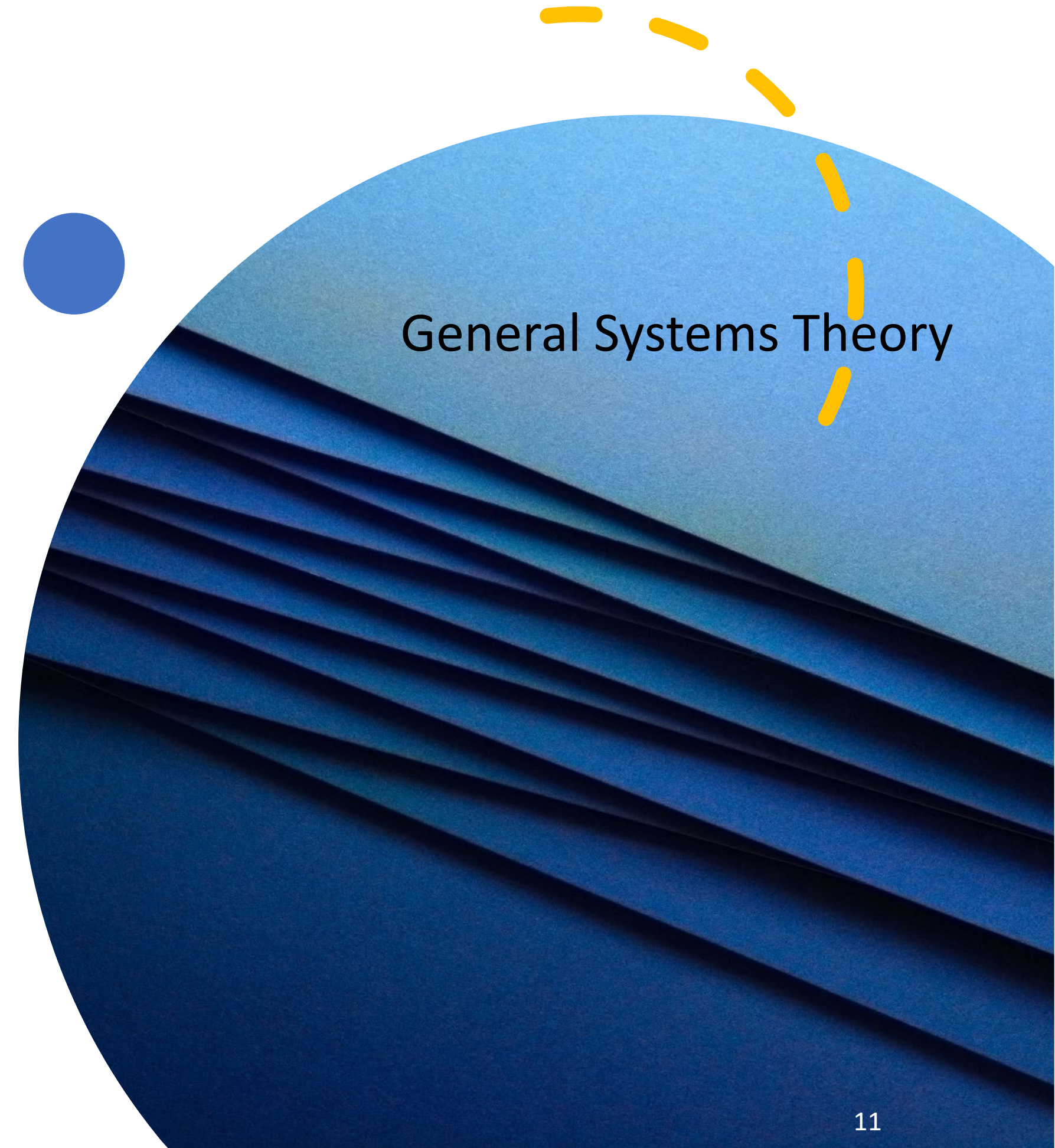
Research Participants - Sector Representation



RESEARCH QUESTION

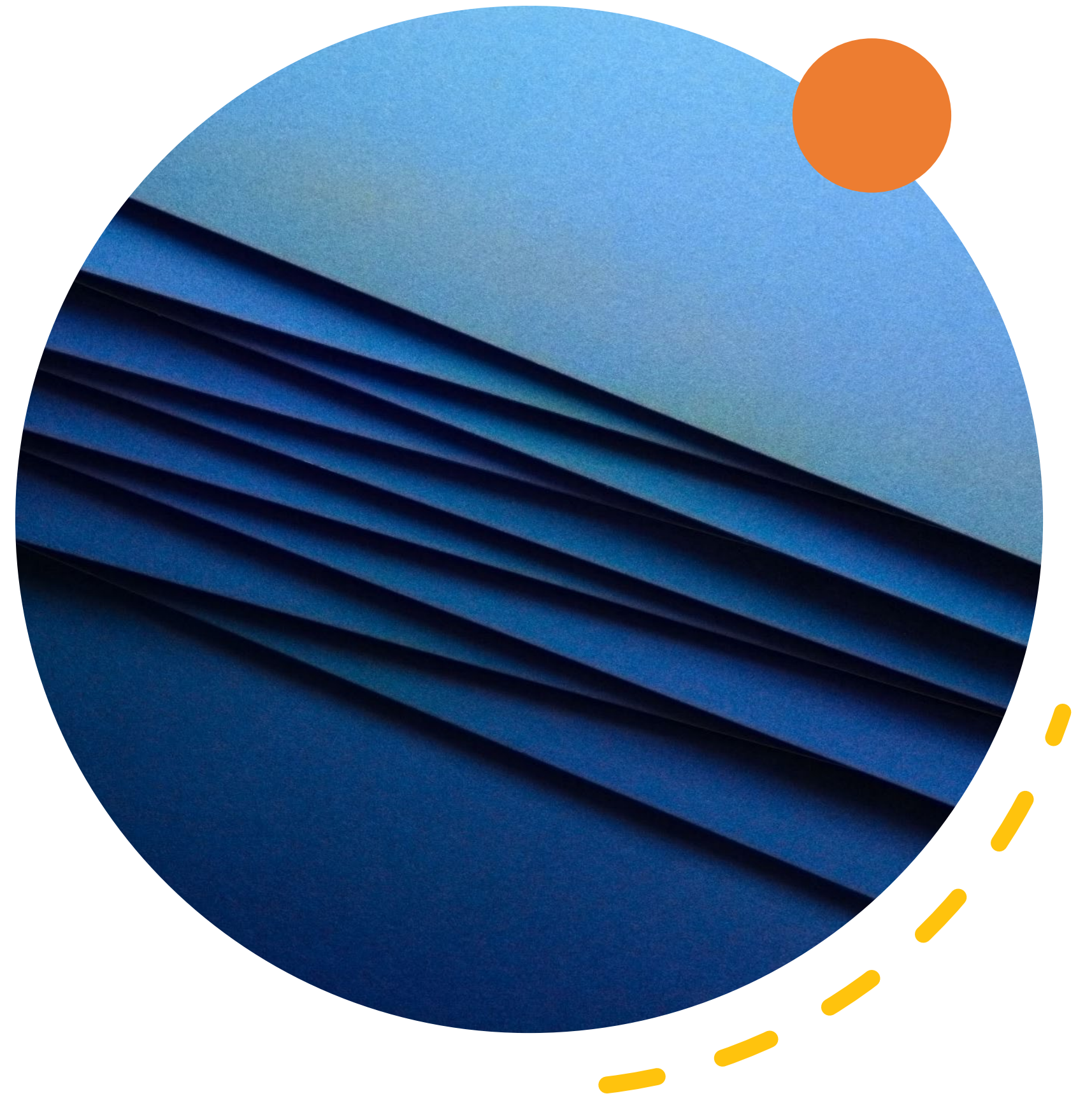


How does using the Baldrige Performance Excellence Framework impact organizational sustainability and resilience?



**INTERVIEW PROTOCOL
DATA COLLECTION
DATA ORGANIZATION, ANALYSIS,
AND SECURITY**

METHODOLOGY DATA CODING



KEY FINDINGS

- Embedding Baldrige in the Organization's Culture 94%
- Planning Strategically and Continuity Planning 88%
- Leading With Vision and Purpose 81%
- Measuring What Matters 69%
- Valuing People 56%
- Sticking With It 56%



RESEARCH RESULTS



BALDRIGE AWARD- WINNING OUTCOMES

Financial and marketplace metrics continued to show excellent levels, beneficial trends, and areas of leadership in comparison to benchmarks.

Operating margins continued to demonstrate best performance in the state at one organization; while, at a Baldrige Award-winning nonprofit, unrestricted net assets continued to grow and outpace peer comparisons.

Profitability measures across multiple organizations, including return on equity, revenue, surplus balances, days of cash on hand, and progress toward 100% funding had sustained or beneficial trends throughout the pandemic.

A top-tier Alliance program grew its customer subscriber base and earned almost 100% customer retention during the crisis, while another maintained very high service scores.



BALDRIGE AWARD- WINNING OUTCOMES

A survey conducted by a state business magazine among companies competing to be named best places to work showed that a top-tier Alliance organization increased its scores and remained well ahead of other high-performing companies in the state from 2016-2020. Despite the COVID pandemic, the organization continued to score above the norm in 2021.

The organization's ability to sustain employee engagement during the pandemic is reflected in a low rate of employee turnover, which fell from a below-average 14% turnover before COVID to only 5% in the first part of 2021. Today, there are no open positions. The organization's president and CEO stated that taking care of employees means they take care of customers, which results in a strong and resilient organization – what he calls a “perfect circle.”

BALDRIGE AWARD- WINNING OUTCOMES

A nonprofit recipient of multiple Baldrige Awards participates in the biannual Gallup Q12 Employee Engagement survey; the organization's target is the 88th-92nd percentile range. Since Spring of 2020, the organization has scored in the 95th percentile of U.S. organizations for overall employee engagement.

Employee satisfaction and the net promoter score for employee engagement remained well above the peer-average benchmark throughout the pandemic from 2019-2021 for a Baldrige Award-winning nonprofit organization. Throughout this period, employee turnover remained well below the comparative-data benchmark.

For a manufacturing organization that has won multiple Baldrige Awards, the percentage of highly engaged employees dropped from 2020 to 2021, as did workplace retention; nevertheless, percentages for engagement remained above 70% and above 80% for retention.

Panelist Questions and Discussion



**Suzanne Collins, DBA
Aero-News Network**



**Meredith K. Wentz, PhD,
University of Wisconsin-Stout**



**Allen R. Turner, DBA
NASA Glenn Research Center**



**Janice K. Garfield, PhD,
Walden University**



**Michael Dillard, DBA
Allstate Insurance Company**



**Marilyn Powell, PhD
West Coast University**



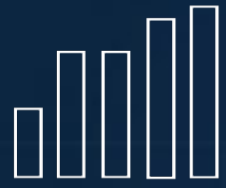
**Al Faber
President & CEO
Baldrige Foundation
(Moderator)**



Baldrige Performance Excellence Program

Robert Fangmeyer, Director BPEP





Purpose and Mission

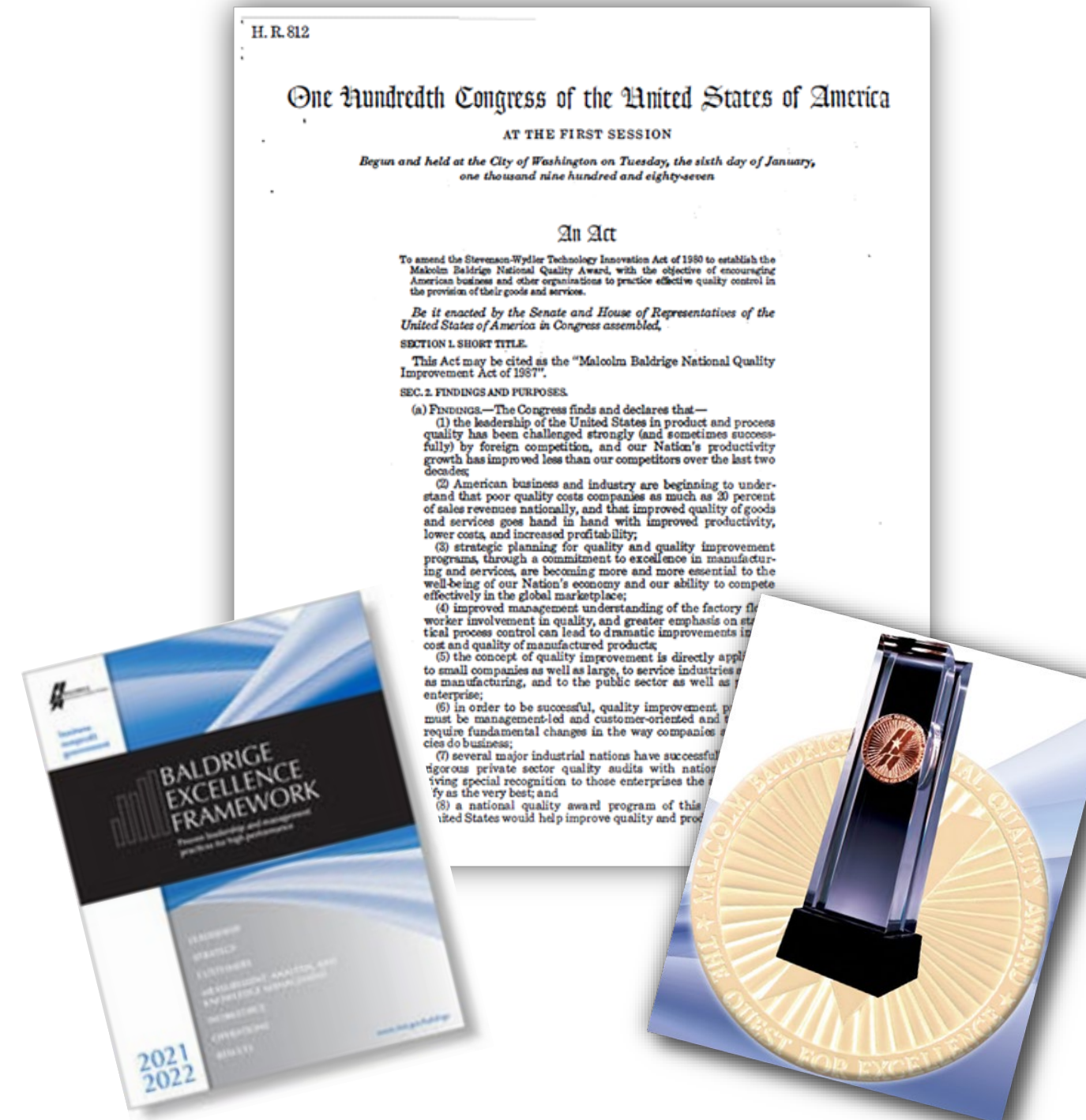
Baldrige Performance Excellence Program | www.nist.gov/baldrige

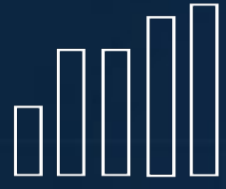


Public-Private Partnership to improve our nation's competitiveness [economy] and quality of life

...through a three-pronged mission:

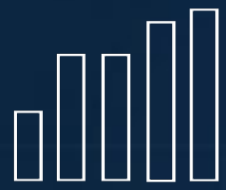
- Establish a national “standard” of quality and performance excellence—the Baldrige Excellence Framework
- Identify role models—the Baldrige Award
- Foster the use of the Framework and sharing of best practices—everything else we do





Purpose of the Program Review

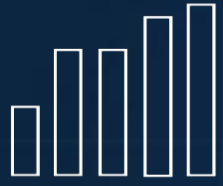
- Examine how the program can best advance U.S. competitiveness [economy] and address the challenges most relevant in today's environment
- Examine how to increase the reach and impact of the program and our offerings *[one of three BPEP strategic objectives]*
- The output will inform how the program can best be positioned for maximizing future impact to our nation



Process for the Program Review

Much is still TBD, however, the current plan is to

- Select several qualified, independent organizations from the GSA schedule of approved vendors
- Have those organizations submit their proposal in response to the statement of work
- Select the one that would appear the most qualified and able to complete the review on a timely basis
- Build on ongoing improvement efforts and heavy engagement with the Baldrige community
- Have recommendations related to the award process component by November
- Have recommendations related to broader program operations and offerings by January 31, 2023



- Program and award continually reviewed for improvement
- Should be seen as a continuation of those efforts and an opportunity for innovation
- BPEP, Alliance, Overseers, Examiners, Judges... all have been looking for ways to reinvigorate the program and the award
- DOC has been talking about it for over a year while leaning into Baldrige for several strategic initiatives
- This is a challenge, but also brings great opportunity, and
- The potential for breakthrough improvements in our products and services, operations, and outcomes

What Questions do you have?

Other News from Around the Baldrige Community



- **Upcoming Webinars for the remainder of the summer include:**
 - * **Stratex Solutions (*Agility in Strategic Planning-Managing Change in The Internal and External Environments*) July 28, 2022 @1:00 PM (ET)**
 - * **Paul Worstell (*A Culture of Excellence*) August 25, 2022 @1:00 PM (ET)**

- **2023 Foundation Leadership Awards are open for nominations, visit baldrigefoundation.org to learn more!**



- **The 2022 Baldrige Fall Conference will be held October 19 and 20 in San Diego, CA. Visit: www.baldrigeconference.org to learn more!**

- **Communities of Excellence is accepting community applications for the 2022-2023 Learning Collaborative beginning in October. Visit www.coe2026 to learn how your community can get involved.**

communities of excellence 2026





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