

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
President of the United States
March 7, 2002



Opening Remarks/Agenda

Introduction	Al Faber, President & CEO, Baldrige Foundation
Baldrige Connect	Paul Grizzell and Jamie Ambrosi
Questions	Audience
Foundation Update	Al Faber, President & CEO, Baldrige Foundation
Baldrige Performance Excellence Program Update	Bob Fangmeyer, Director, BPEP
Alliance for Performance Excellence Update	Brian Lassiter, Chair, Alliance Board of Directors
Closing Remarks	Al Faber

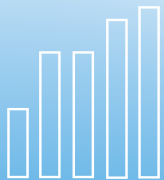
Baldrige Connect: *Increasing the Size of the Pie!*

Paul Grizzell and Jamie Ambrosi
Baldrige Foundation Webinar
December 20, 2018



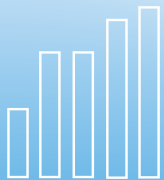
Presentation Overview

- Background on Baldrige Connect
- Overview on program and how it works
- How you can benefit and how you can help



Baldrige Connect Background

- Collaborative initiative of Baldrige Program, Alliance for Performance Excellence, ASQ, and Baldrige-based Consultants
- Key objective: Increase awareness and understanding of Baldrige Framework, thereby increasing use of the Framework
- Two main strategies:
 1. Increase knowledge of Baldrige Framework to organizations with little or no knowledge of Baldrige
 2. Build a referral network to connect organizations looking for assistance with Baldrige-based consultants



1. Increase Awareness and Knowledge of Baldrige Framework

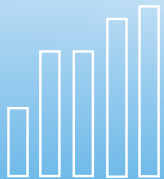
- This is an area we have not fully developed yet – and we need your help.
- Members of Baldrige Connect have committed to speak on behalf of Baldrige at conferences and other venues to build awareness of Baldrige.
- Industry conferences, membership organizations, etc.



2. Build a referral network

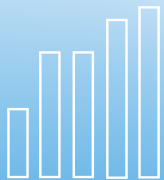
Baldrige Connect Network

- Voluntary program
- All consultants in program must meet minimum requirements
- All consultants must sign a Code of Conduct and Consulting Partner Agreement
- Launched in Summer of 2017
- 30+ Baldrige-based consultants in program



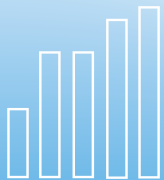
Baldrige Connect Referral Process

- Organization looking for a consultant contacts Baldrige Program
- Baldrige Program works with the organization to determine basic needs and requirements
- Baldrige Program uses information provided by consultants to identify 3-5 that match
- Organization works directly with consultants to determine best fit for their organization
- Baldrige Program follows up to assess progress



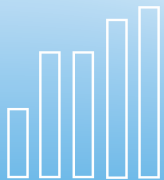
Baldrige Connect Features/Benefits

- Access to qualified network of Baldrige-based consultants
 - Baldrige Framework knowledge
 - Knowledge/experience with organizational assessments
 - Knowledge/experience with Baldrige Award process
- Baldrige Program liaison to assist with finding consultants that meet your needs and requirements
- No added cost to an organization



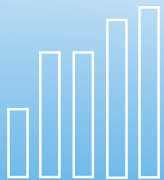
Baldrige Connect Status and Next Steps

- Limited promotion at 2018 Quest conference and at conferences where Baldrige exhibits/speaks
- Limited number of referrals processed for organizations in business, education, health care, and nonprofit/government sectors
- In 2019, will work to increase promotion and outreach and increase the number of referrals



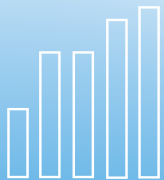
How You Can Help

- Let us know about conferences, individual organizations, associations/membership organizations, and other potential audiences that would benefit from hearing about the Baldrige Framework.
- As an organization, consider whether a Baldrige consultant may be able to assist you on your performance excellence journey (or if you know of another organization that might benefit).
- If you know of an organization that can benefit from Baldrige Connect, contact Jamie to let him know.



Thank You and Happy Holidays

- Thank you for your time and Happy Holidays!
- Contact us to learn more
 - Paul Grizzell, Core Values Partners, Inc.
(paul.grizzell@corevaluespartners.com)
 - Jamie Ambrosi, Baldrige Performance Excellence Program
(jamie.ambrosi@nist.gov)





Four Strategic Imperatives-

ORGANIZATIONAL ALIGNMENT: STRATEGY – BUDGET – ACCOUNTABILITY

ADVOCACY

Priority #1. Restore BPEP in the Federal Budget and the President's Agenda.

Priority #2. Develop Strategic Alliances. Congress; Departments of: Education; Defense; Health and Human Services; Veterans Affairs; Small Business Administration; and others like ACHE, CHIME

Priority #3. Build Grass Roots Support including State Programs.

FUNDRAISING

Message

Bold, Dynamic, Inspirational Message
Build and Grow Constituency
Strategic Communications (Internal/External)
Media Relations – Print, TV, Radio, Internet
Announcements Online & Print Advertising
Leverage Social Media

Fundraising

Small Donations, Major Gifts, Planned Giving
Combined Federal Campaign with State Programs, Business Partnerships



BOARD DEVELOPMENT

Working Board – Trustee Board
Embrace the Mission and Work as a "Team"
Contribute financially and seek support
Make connections and offer expertise
Represent the organization

FOUNDATION OPERATIONS

Baldrige-Based using the Framework
Customer Focused/Driven in Everything We Do
Stewardship Beyond Reproach
Continuously Improving
Adding Value to the Enterprise



"Ensure the long-term financial growth and viability of the Baldrige Performance Excellence Program..."



...and to support organizational performance excellence in the United States and throughout the world"



"America's Most Influential Leaders – Supporting the Nation's Quality Awards Program."



Baldrige-Based, Leads by Example: "Confident, Deliberate, Process Driven, Accountable"



"To be recognized around the world as the premier foundation for the promotion of performance excellence in all sectors of the economy."

We will inspire organizations to achieve excellence in all they do with pride and societal responsibility. Together with our stakeholders we will create value through research and deployment of the latest cutting-edge management practices. We will focus on the future and manage for agility, innovation and creativity. Our Baldrige-based role-model performance will result in the Foundation's endowment exceeding \$135 million by 2050.

(Photos courtesy of MBNQA Recipients)

Foundation Board of Directors



Al Faber
President & CEO
Baldrige Foundation



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Chair; President (ret),
University of Charleston



Kathryn Eggleston, Ph.D.
Vice-Chair; President,
Richland College



W. Paul Worstell
Secretary; President
(ret), PRO-TEC Coating



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Carolina Government



Debbie Collard
Past Chair; Director, PM,
Integration & Development
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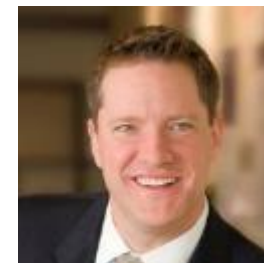
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President & CEO,
Mid-America Transplant



Dr. David Gifford
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Guidehouse (formerly
PwC Public Sector)



Scott Reiner
CEO, Adventist Health



Tony Scott
Former Federal CIO,
US Government



Sunil Sinha
Director, Tata Sons –
Middle East/North Africa



E. David Spong, D.Sc.
President (ret), Boeing
Aerospace Support

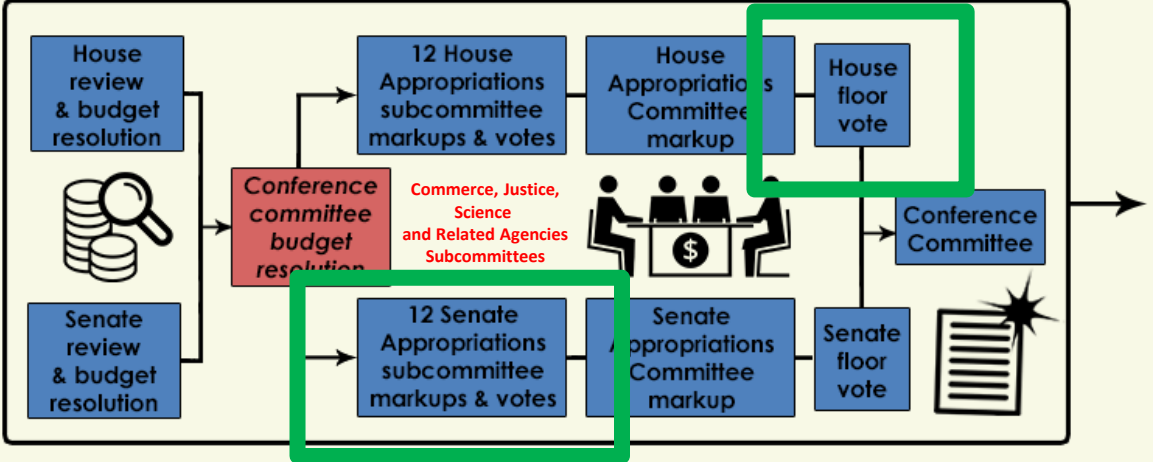


Rulon Stacey, Ph.D.
Managing Director,
Navigant

The Annual Federal Budget Process

FY19

FY20



MARCH __, 2018

RULES COMMITTEE PRINT 115-66

TEXT OF THE HOUSE AMENDMENT TO THE SENATE AMENDMENT TO H.R. 1625

[Showing the text of the Consolidated Appropriations Act, 2018.]

In lieu of the matter proposed to be inserted by the Senate, insert the following:

1 **SECTION 1. SHORT TITLE.**

2 This Act may be cited as the "Consolidated Appropriations Act, 2018".

3

4 **SEC. 2. TABLE OF CONTENTS.**

Sec. 1. Short title.

Sec. 2. Table of contents.

Sec. 3. References.

Sec. 4. Explanatory statement.

Sec. 5. Statement of appropriations.

Sec. 6. Availability of funds.

Sec. 7. Adjustments to compensation.

DIVISION A—AGRICULTURE, RURAL DEVELOPMENT, FOOD AND DRUG ADMINISTRATION, AND RELATED AGENCIES APPROPRIATIONS ACT, 2018

Title I—Agricultural Programs

Title II—Farm Production and Conservation Programs

Title III—Rural Development Programs

Title IV—Domestic Food Programs

Title V—Foreign Assistance and Related Programs

Title VI—Related Agencies and Food and Drug Administration

Title VII—General Provisions

DIVISION B—COMMERCE, JUSTICE, SCIENCE, AND RELATED AGENCIES APPROPRIATIONS ACT, 2018

Title I—Department of Commerce

Title II—Department of Justice

March 21, 2018 (8:08 p.m.)

Advocacy Update

Fiscal Year (FY) 2019 Appropriations

- 5 of the 12 FY 2019 Appropriations bill have been signed into law.
- Remaining 7, including CJS, are currently under a Continuing Resolution (CR) through December 21, 2018.
- FY 19 House CJS bill does not include funding for Baldrige.
- **FY 19 Senate bill does include funding for Baldrige - \$2.2 million.**
The Foundation continues to engage with Senate Appropriations staff and Member offices to ensure they hold the Senate position in Conference.
- Senate Leader Mitch McConnell has said finishing the appropriations process post-election is a priority rather than doing another CR into the next Congress. Indications are that the Democrat leaders in the House want to do that also, but more information will come over the next days and weeks.

Advocacy Update

The Democrats Will Control the U S House in 2019 & 2020

- Democrats 235 (+40) Republicans 198 (-40)
- 2 seats have not been called – both are Republican seats

The Republicans Will Control the U S Senate in 2019 & 2020

- Republicans 53 (+2) Democrats 47 (-2)

House Appropriations Committee

- Nita Lowey (D-NY) expected to be Chairwoman of the Full Committee and Kay Granger (R-TX) will be the Ranking Member.
7 Republican Members will not return for the 116th Congress due to retirement or defeat. None of the current Democrat Members retired or lost re-election bids.

- **CJS Subcommittee is expected to see changes**

Current Chairman John Culberson (R-TX) lost his re-election bid.

Representative Jose Serrano (D-NY), the current Ranking Member of the CJS Subcommittee is expected to become Chairman of CJS, but final decisions on Chairmanships have not been made

Uncertainty over who will be Ranking Member, but possible candidate is Aderholt. Could also be a member who is not currently on the Subcommittee

Advocacy Update

Senate Appropriations Committee

- Republicans will remain in the majority.
- Changes in Senate Appropriations Leadership are not expected
Richard Shelby (AL) will remain Chairman of the Full Committee;
Patrick Leahy (VT) will remain Ranking Member.

Jerry Moran (KS) is expected to remain Chairman of the CJS Subcommittee and Jeanne Shaheen (NH) is expected to remain Ranking Member.

Next Steps

- Follow-up with Senate CJS staff and Sen. Shelby's office to ensure funding for Baldrige is included in final FY 19 funding package.
- Engage with Sen. Shelby's office on the Baldrige Lifetime Achievement Award.
- Follow-up with Dept. of Commerce and OMB on inclusion of Baldrige in FY20 Budget Request – **NIST needs to continue to push this as well.**
- Follow-up with Commerce regarding the Secretary's fundraising efforts.

US Senate Commerce, Justice, Science Subcommittee

By State Program



US House of Representatives

Commerce, Justice, Science Subcommittee



John Culberson, (R-TX), (Lost)

Hal Rogers, (R-KY)

Robert Aderholt, (R-AL) **(Ranking?)**

John Carter, (R-TX)

Martha Roby, (R-AL)

Steven Palazzo, (R-MS)

Evan Jenkins, (R-WV)



Expected Chair

Jose Serrano, (D-NY)

Derek Kilmer, D-WA

Matt Cartwright, D-PA

Grace Meng, D-NY


Re-engaging the President



“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
President of the United States
March 7, 2002





The Foundation for the Malcolm Baldrige
National Quality Award

Baldrige Foundation
1717 Pennsylvania Ave, NW
Suite 1025
Washington, DC 20006
www.baldrigefoundation.org

Foundation Officers

President and CEO: Al Faber
Baldrige Foundation

Chair: P. George Sensory, Ph.D.
President, College of Charleston - retired

Vice Chair: Kathryn K. Eggleston, Ph.D.
President, Richland College

Secretary: W. Paul Westfall
President - retired
PRO-TEC Coating Company

Treasurer: Frank W. Fuzco
Executive Director - retired
South Carolina State Government

Past Chair: Debbie J. Collard
Director, Program Management, Integration & Development - retired, Boeing

Foundation Directors

Diane Brockmeier RN, BSN, MHA
President and CEO
Mid-America Transplant

David R. Gifford, MD, MPH
Senior Vice President for Quality and Regulatory Affairs, AHCA/NCAI

Loveil C. Kruse
Chair, Communities of Excellence 2026

The President
 The White House
 1600 Pennsylvania Avenue NW
 Washington, DC 20500

Dear Mr. President,

On behalf of the Baldrige community nationwide, we respectfully request the honor of your presence to recognize 40 recipients of the Malcolm Baldrige National Quality Award at the 30th Quest for Excellence Conference on April 8-11, 2018, in Baltimore, MD, or at your convenience in the White House this spring.


Thirty-three of the CEOs from national role-model organizations received the nation's highest honor for performance excellence during the Obama administration. However, President Obama was the first, and only, U.S. President since Ronald Reagan to not personally recognize award recipients during his tenure. It would be a lasting tribute to these organizations who represent thousands of employees from every sector of the economy for you to acknowledge their stellar achievements. Secretary Ross delivered an outstanding address at last year's awards ceremony, noting the Baldrige program's one billion dollar contribution to America's economy each year and congratulated the four 2016 recipients.

Established by Congress in 1987, the award is the highest honor bestowed by the President to U.S. organizations for performance excellence. The Baldrige program continues this legacy today and is making a true difference throughout the nation with an 820:1 return on investment as the National Institute for Standards and Technology (NIST).

This opportunity would provide inspiration to the thousands of organizations in business, education, and government who are using the Baldrige Framework to strengthen the economy, increase the quality and access to health care, and improve education.

The Malcolm Baldrige National Quality Award is "your" award for winning and making America's highest honor for achievement by US organizations and the only Presidential seal. These award recipients are role-model organizations in the respect and admiration of us all.

Malcolm Baldrige National Quality Award recipients from the previous ten years' recipients, will continue to inspire organizations across the nation to strive for a people of excellence and selfless-service to our country.

Respectfully,

 Al Faber
 President and CEO

www.baldrigefoundation.org

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Advocacy



President Trump's Cabinet:

Administrator (Acting) of the Environmental Protection Agency Andrew Wheeler

Administrator of the Small Business Administration Linda E. McMahon

Attorney General (Acting) Matthew Whitaker

Director of National Intelligence Daniel Coats

Director of the Central Intelligence Agency Gina Haspel

Director of the Office of Management and Budget Mick Mulvaney

Representative of the United States to the United Nations Nikki R. Haley

Secretary of Agriculture Sonny Perdue

Secretary of Commerce Wilbur L. Ross, Jr.

Secretary of Defense James Mattis

Secretary of Education Betsy DeVos

Secretary of Energy James Richard Perry

Secretary of Health and Human Services Alex Azar

Secretary of Homeland Security Kirstjen Nielsen

Secretary of Housing and Urban Development Benjamin S. Carson, Sr.

Secretary of the Interior Ryan Zinke

Secretary of Labor Alexander Acosta

Secretary of State Mike Pompeo

Secretary of Transportation Elaine L. Chao

Secretary of the Treasury Steven T. Mnuchin

Secretary of Veterans Affairs Robert Wilkie

U.S. Trade Representative Robert Lighthizer

Vice President Michael R. Pence

White House Chief of Staff John F. Kelly

Foundation Partner – SOAR Vision Group

Leader Dialogue

Why focus on innovation, learning, and leadership in the face of the challenges you want to learn how to address? Join us for a special 1-hour event on August 14, 10am-11am ET, featuring a panel of industry leaders and challenges. SOAR Vision Group and the Baldrige Foundation welcome you to the dialogue!

WSJ. CUSTOM STUDIOS **BALDRIGE FOUNDATION**

You are invited, by the President and CEO of the **Baldrige Foundation** and the **Wall Street Journal** (via the Tech-Mahindra *In the Future* symposiums) to participate in the charter event of the:

HEALTHCARE CEO INNOVATION COUNCIL

THEME

PERFORMANCE EXCELLENCE IN THE AGE OF CONSUMERISM

Baldrige & SOAR

Articles & Blogs

SPONSORS: **HCigroup** **VERGE HEALTH** **Tech Mahindra**

<http://businessradiox.com/our-studios/gwinnett-2/leader-dialogue/>

<https://leaderdialogue.com/why-baldrige/>



Fundraising

<https://smile.amazon.com/>

Support the Foundation just by shopping at Amazon. Choose Baldrige Foundation as your charity and shop as usual. <http://ow.ly/Y1L1304sTHx>

Welcome to
amazonsmile

You shop. **Amazon gives.**

- Amazon donates 0.5% of the price of your eligible AmazonSmile purchases to the charitable organization of your choice.
- AmazonSmile is the same Amazon you know. Same products, same prices, same service.
- Support your charitable organization by starting your shopping at



#SupportBaldrige

Do you shop on Amazon.com? Do you want to help **#SupportBaldrige**? Now you can do both. AmazonSmile is a program in which Amazon pays a percentage of each qualifying sale to a charity of your choice, including the Baldrige Foundation.

Check it out at smile.amazon.com. Log in with your regular Amazon userid and password, then select the Baldrige Foundation as your charity of choice. That's it. Bookmark the AmazonSmile login for your future logins, and you can help generate funds for the Baldrige Foundation every time you shop.

BALDRIGE - America's Best Investment

Who We Are What We Do Contribute Get Involved Resources

SEARCH



Shop at Amazon Smile to Support the Baldrige Foundation

How to Make the Foundation Your Amazon Smile Benefici...



It's easy to do. Watch the video for simple step-by-step instructions.

Instead of going to the main Amazon.com website, go to AmazonSmile.

On your first visit to AmazonSmile (smile.amazon.com), you are prompted to select a charitable organization from the list of eligible organizations. Scroll

Contribute

Why Contribute

Donate for the Growth of Baldrige

Combined Federal Campaign >

Donate Through Amazon Smile

Planned Giving

Donate to the Dr. Curt Reimann Scholarship Fund

Corporate Contributors

Our Supporters

Fundraising Assistance to the Alliance and COE2026

- **Baldrige Fall Conference**
2018
- **Combined Federal Campaign**
2018 - 2019
- **Administrative Cost Support**
2018 - 2019



communities of excellence 2026



GET READY TO SEE THE WORLD DIFFERENTLY WITH A WALDEN EDUCATION

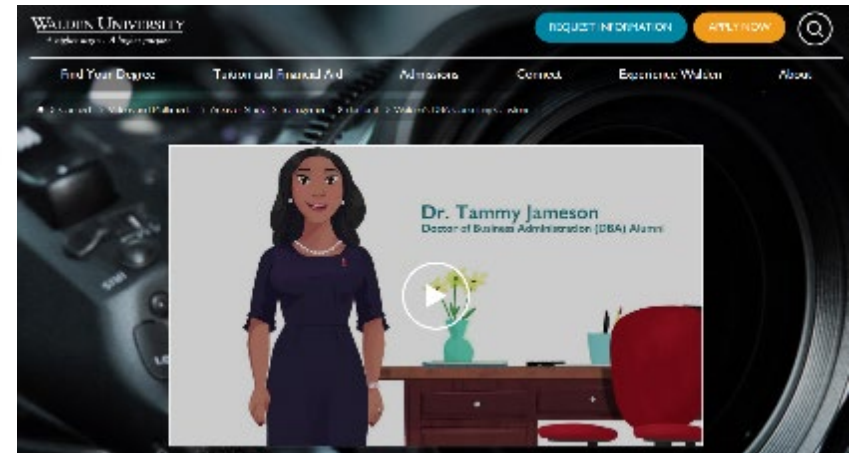
Receive up to \$3000 in tuition grants

Are you an employee of a Baldrige national or Alliance award-winning organization? You may be eligible for reduced tuition to help you ignite your passion and achieve your career goals. Enroll at Walden University, and you could receive a limited-time \$3,000 tuition grant.*

Whether you're beginning a new chapter of your career or simply want to expand your knowledge, Walden can help make your education more accessible.

Choose from over 85 degree programs with more than 435 specializations and concentrations to meet and exceed your career goals, including:

- Doctor of Business Administration
- PhD in Criminal Justice
- Doctor of Education
- Doctor of Information Technology
- PhD in Nursing
- Doctor of Healthcare Administration



Baldrige Foundation Journal of Performance Excellence



Download a free electronic version at:
<http://baldrigefoundation.org/purchase-the-journal/purchase-copies-of-the-journal.html>

Printed copies are available for \$12 plus shipping. For a single copy, the shipping cost is \$6.75. For quantities of 2 through 18 copies, shipping is a flat rate of \$13.65. For a case quantity of 36 books, the shipping is \$39.04.

You may order your copies by calling Terri Owens at 614.785.0229. Please have your credit card ready

Foundation Awards

E. David Spong Lifetime Achievement Award

Harry S. Hertz Leadership Award

Baldrige Foundation Awards for Leadership Excellence

Dr. Curt Reimann Baldrige Scholarship



Dr. Curt Reimann

The Baldrige Foundation Board of Directors authorized the Curt Reimann Scholarship in 2017. Recipients must have made sustained contribution of leadership excellence with exceptional and far-reaching impact on the Baldrige Enterprise in a manner worthy of recognition at the national level.

The committee selects recipients for the Lifetime Achievement Award in recognition of an individual who, like the award's namesake, has performed truly extraordinary service and created a positive and lasting legacy within the quality movement and the Baldrige community. The award recognizes the entirety of the recipients career, rather than, or in addition to, a single contribution.

Lifetime Achievement Award recipients are credited with changing their world and inspiring others to do the same.

The scholarship is awarded each year at the Baldrige Quest for Excellence conference.



Lapel Pin



Back

Medal with Sash

2019 Foundation Awards

E. David Spong Lifetime Achievement Award

- Senator Richard Shelby, US Senate, Alabama



Harry S. Hertz Leadership Award

- JoAnn Sternke, Senior Director & Coach at Studer Education; Former Pewaukee School District Superintendent



Dr. Curt Reimann Baldrige Scholarship

- Dr. Allen R. Turner, Special Agent/Emergency Manager, National Aeronautical and Space Administration, Glenn Research Center, Doctorate of Business Administration, Homeland Security, Walden University
- Robin Eckhardt, President and Owner, NMF Healthcare Consulting, MHA, University of Cincinnati, 2019



Award for Leadership Excellence



- Government
 - **Tommy Gonzalez**, CEO & City Manager, El Paso, Texas
 - **Congressman Sam Graves**, Missouri
- Cybersecurity
 - *tbd*
- Healthcare
 - **Maryruth Butler**, Executive Director, Mountain Valley of Cascadia
 - **Deborah Larkin-Carney**, Vice President of Quality and Patient Safety, RWJ Barnabas Health, Idaho
 - **Dr. Glenn Crotty**, Executive Vice President & Chief Operating Officer, Charleston Area Medical Center, West Virginia
 - **Patricia Skriba**, Vice President of Business Excellence, Advocate Good Samaritan Healthcare, Illinois

Award for Leadership Excellence



- **Business**

- *Allyson Young*, HR & Brand Manager, K&N Management, Texas
- *Robert F. Pence*, Chairman of the Board, Freese & Nichols, Texas
- *Cary Hill*, CEO, MESA, Oklahoma

- **Non Profit**

- *Dr. Bruce G. Kintz*, President & CEO, Concordia Publishing House, St. Louis, Missouri
- *Jo Ann Jenkins*, CEO, AARP, Washington, DC

- **Education**

- *Dr. James R. Evans*, Professor, University of Cincinnati, Ohio

Baldrige Performance Excellence Program

Bob Fangmeyer, Director

Program Update | December 20, 2018



The Alamo Colleges District
(education)

Donor Alliance (nonprofit)

2018 Baldrige Award Winners



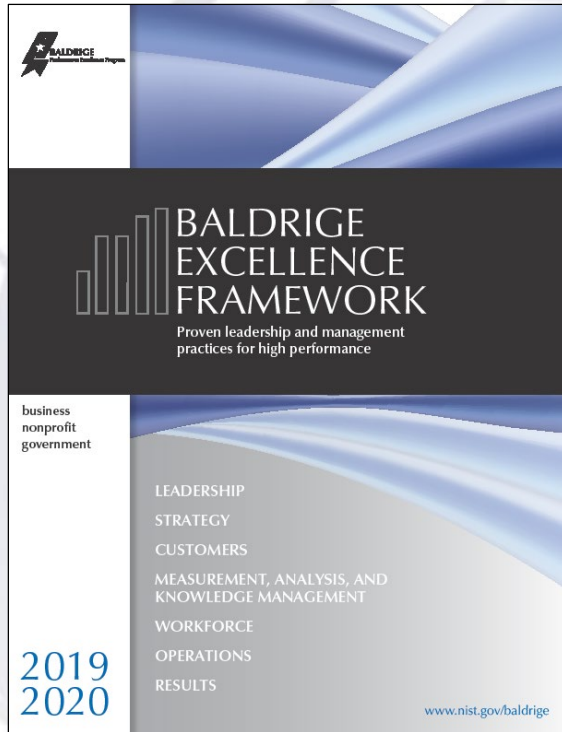
Integrated Project Management
Company, Inc. (small business)

Memorial Hospital and Health
Care Center (health care)

Tri County Tech
(education)



2019–2020 Baldrige Excellence Framework



Focus on

- Business ecosystems
- Supply network
- Culture
- Security/cybersecurity
- Simplification
- Requirements → questions
- Available mid-December/ mid-January

Tag line: “Proven leadership and management practices for high performance”

Communities of Excellence

Why Communities of Excellence?

- BPEP purpose: enhance our nation's competitiveness by defining, recognizing, and fostering excellence among organizations in every sector
- Natural evolution of the systems approach to excellence
- Will enhance the program's reach and impact

On 12/11/18 the Overseers agreed to:

1. Endorse and support the effort to have Congress approve communities as the 7th Category.
2. Support the five year plan presented, concluding with a viable award program in 2023.
3. Work with COE 2026 and other members of the Baldrige Enterprise to achieve Congressional Approval, acquire necessary funding, and implement the five year plan.

Award Process Redesign

Goals:

- Maintain integrity and rigor
- Greater efficiency, fewer resources
- Greater value for applicants, other stakeholders
- Quicker, easier-to-digest feedback
- Virtual site visits for all applicants

Award Process Redesign

Current Process



Pilot Process



Redesigned Feedback

Category 1 Leadership

1.1 Senior Leadership

Strengths

Finding: *The ELT systematically reviews the Vision and Values, and recently improved the Values to reflect the priorities of Safety and Wellness. The ELT gathered input from the workforce and stakeholders to refine the organizational Values before deploying them to the workforce.*

Item Reference: 1.1a(1)

Evidence:

- ELT reviews the Vision and Values semiannually.
- Interview with leadership identified process to obtain input from stakeholders/employees regarding priorities and values.
- Leaders refined values based on input from the workforce and stakeholder, and focus groups helped to refine them.
- Roadshows were utilized to review values with staff, and values cards were distributed to staff.

Finding: *The ELT demonstrates its commitment to ethical and legal behavior through personal actions and the establishment of policies and procedures and support services to create an environment that requires it.*

Item Reference: 1.1a(2)

Opportunities for Improvement

Finding: *The deployment of a systematic process for senior leadership to cultivate an environment of innovation and intelligent risk taking was inconclusive.*

Item Reference: 1.1c(1)

Evidence:

- Innovation comes from staff and others in community coming forward with proposals as to how to achieve strategic plan objectives. No formal training in innovation or promotion of intelligent risk taking for all segments of employees was identified.

Potential Impact of Addressing:

- Improve alignment with organizational value of innovation.
- Increase ability to benefit from the diverse ideas and culture of its workforce.
- Help the City remain competitive with surrounding communities to attract employees, businesses, and residents.

Scoring Range: 70–85%

Rationale: Innovation and succession planning may not be fully responsive to the multiple requirements and prevent placement in the 90–100% scoring range. On-site visit may help clarify deployment and process issues that would allow placement in that scoring range. The City addresses most items at the multiple level, rather than only at the overall level, and demonstrates deployment and fact-based cycles of learning, which precludes placement in the 50–65% range.

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From the examiners

“I absolutely believe this process is worthy of moving forward There are a few approaches I believe need refining (sign me up!).”

“I think that the pilot process managed to streamline everything while retaining the most important elements.”

From the applicant

“Overall, we really like the new format for the report. It is easy to read, and appears to be more relevant to us--it seems like you are using more of our language in the bullets/narratives.”

“The scoring rationale is very good It gives us that little bit of competitive thinking around ‘we can do this.’ Or . . . we are way off!”

Next Steps:

- Additional pilots, national and state/regional level
- Once settled, map out communication and change management plans
 - Process changes (independent, consensus, site visit review through final judging and feedback production)
 - Evaluation tool (BOSS, Other?)
 - Examiner training

Baldrige Foundation Quarterly Webinar Update December 20, 2018



Alliance: the “Front Door” to Baldrige

Mission: “Enhancing Our Members’ Ability to Grow Baldrige-based Performance Excellence”

Vision: To be the premier resource for a thriving Baldrige community

- 29 programs serving 50 states and US Territories
- Nearly 1500 annual applications received (160 full)
- Over 1700 examiners, 40 staff, 500 other volunteers
- Nearly 18,000 members, ~\$9M combined budget



Key Updates this Quarter

- **Successful 2018 Baldrige Fall Conference in Denver**
- **2019 Baldrige Fall Conference Set for Nashville!**
- **Welcoming new Supporting Members!**
- **Continuing work on two strategic Task Forces:**
 - **Guidelines for lower levels of Tiered Awards**
 - **Inventory of services across Alliance member programs**





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Wishing you a joyous Holiday Season
and a most prosperous and healthy New Year!



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