



Created by Congress in 1987, the Baldrige Program helps organizations improve and succeed in the global marketplace. It is the only public-private partnership and Presidential award program dedicated to improving U.S. organizations. In collaboration with the Baldrige community, the Baldrige Program offers a systems approach to organizational excellence, award-winning leadership development, self-assessment tools, organizational assessments by trained experts, workshops on how to improve, and events that showcase best management practices.

Baldrige in Tennessee

- **28 Tennessee applicants for the Baldrige Award (2005–2020)**
- **4 Tennessee award applicants in 2017–2020 represent 20,626 jobs, 37 work locations, \$3 billion in revenues/budgets, and over 1.7 million customers served.**
- **9 Baldrige examiners from Tennessee volunteered about \$202,500 in services in 2020.**

Tennessee National Role Models

Bristol Tennessee Essential Services, small business, 2017
Caterpillar Financial Services, service, 2003
City of Germantown, nonprofit, 2019

Eastman Chemical Company, manufacturing, 1993
Federal Express Corporation, service, 1990
Pal's Sudden Service, small business, 2001

Success Story



Located near the Mississippi River along the historic trails of the Chickasaw Indians and established in 1841, the City of Germantown operates under a mayor-council form of government. With a certified population of 40,123, the City has one defining mission—Excellence, Every Day. The philosophy guides staff to align performance excellence with the City's vision and long-range strategy, represented in the Germantown Forward 2030 Plan. The City comprises 19.8 square miles. Its key product offerings include education, economic development, public safety, sanitation, and utilities.

Highlights

- Since 1994, the highest possible credit rating from Standard & Poor's and Moody's
- Unemployment rate of about 2.6% in 2018, better than the current U.S. rate of 3.7%
- Net Promoter Score of 71 in customer engagement in 2018, better than the "excellent" benchmark of 50 and the "world-class" benchmark of 70
- Close to 80% overall satisfaction rating since 2015, better than the 2019 FEVS benchmark of 60%

Tennessee Center for Performance Excellence

The Alliance for Performance Excellence (www.BaldrigeAlliance.org) is a nonprofit national network of Baldrige-based organizations with a mission to grow performance excellence in support of a thriving Baldrige community. Alliance members include Baldrige-based programs that use the Baldrige Excellence Framework to serve organizations from all sectors in their region, state, or a specific industry. These programs annually evaluate and recognize over 1,000 organizations and serve as the feeder system for the national Baldrige Award.

At its core, the nonprofit Tennessee Center for Performance Excellence (TNCPE; www.tncpe.org) is an economic development organization. Using the framework of an awards program, TNCPE fulfills its mission to drive organizational excellence in Tennessee by providing in-depth, low-cost assessments of regional organizations using the Baldrige Excellence Framework. Through a methodology based on the Baldrige Performance Excellence Program, organizations receive detailed feedback that they use to improve their processes and results. As organizations grow and improve, their communities benefit from increased revenue and job opportunities, as well as better education, government, and health care services.

2016–2020 Tennessee Award for Performance Excellence Recipients

Excellence

City of Germantown
Griffin Mechanical, LLC
NHC HealthCare—South Central Region
The University of Tennessee Medical Center

Achievement

Kingsport City Schools
Erwin Utilities
Methodist Le Bonheur Healthcare
Sevier County Health Department
Strata-G, LLC, Knoxville
Tennessee Dept. of Human Resources
Tennessee Valley Authority Customer Delivery
Tennessee Valley Authority Financial Services
Tennessee Dept. of Health
TRICOR

Commitment

Cannon County Health Department
Benton, Henry & Weakley County Health Dept. District
CENTIPEDE Care Solutions
Chester County Health Department
Clay County Health Department
Cocke County Health Department
Colquitt Regional Medical Center
Cookeville Regional Medical Center
Cumberland County Health Department
DeKalb County Health Department
Dyer, Lake & Obion County Health Dept. District
EnableComp, Franklin
Fentress County Health Department
Franklin County Health Department
Gibson County Community Health Dept. District
Hamblen & Jefferson County Health Dept. District
Hardeman, Fayette & Crockett County Health Dept. District
Hardin, McNairy & Decatur County Health Dept. District
Henderson & Carroll County Health Dept. District
Huntsville Utilities
Jackson County Health Dept. & Community Health Center

Leadership Memphis
Listerhill Credit Union, Muscle Shoals, Ala
Macon County Health Department
Maury County Public Schools
Meharry Medical College—Division of Student Affairs
Metro Tennova Healthcare
Montgomery County Health Department
Nashville General Hospital
NHC HealthCare, Springfield
Overton County Health Dept.
PACCAR Engine Company
Pickett County Health Department
Putnam County Health Dept.
RPM Technology Department
Smith County Health Dept. & Community Health Center
Stewart County Community Medical Center
Strata-G, LLC, Knoxville University of Tennessee Institute
for Public Service
Tennessee Dept. of Environment & Conservation
Tennessee Dept. of General Services
Tennessee Dept. of Health Division of Policy, Planning &
Assessment
Tennessee Dept. of Health Northeast Regional Office
Tennessee Dept. of Human Services
Tennessee Dept. of Health, Information Technology
Services Division
Tennessee Dept. of Health Southeast Regional Office
Tennessee Valley Authority Regulatory Affairs
Tipton, Lauderdale & Haywood County Health Dept.
District
University of Tennessee Center for Industrial Services
University of Tennessee at Chattanooga Bursar's Office
University of Tennessee Law Enforcement Innovation
Center
Van Buren County Health Department
Warren County Health Department
White County Health Department
Williamson County Health Department

Featured Recipient



Griffin Mechanical, LLC, provides commercial and residential heating, cooling, plumbing, and mechanical construction and services throughout middle Tennessee. The vision of Griffin Mechanical is to be the leading quality provider of mechanical solutions in their marketplace.

Highlights

- Revenue has tripled since starting the Baldrige journey.
- Market share increased from 5% in 2013 to just over 15% in 2018, surpassing the closest competitor the past two years.
- Customer satisfaction is a perfect 5 score.

Baldrige Performance Excellence Program

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