

Baldrige National Quality Program

Why Apply?



We applied for the Award, not with the idea of winning, but with the goal of receiving the evaluation of the Baldrige Examiners. That evaluation was comprehensive, professional, and insightful... making it perhaps the most cost-effective, value-added business consultation available anywhere in the world today.

*Bob Barnett
Executive Vice President
Motorola, Inc.
2003 Baldrige Award Ceremony*

Take the Challenge!

Do you want to improve your organization's performance on the critical factors that drive success? Are you looking for a cost-effective way to gain an outside perspective on your organization's strengths and opportunities for improvement? Are you looking for a way to energize and motivate your employees? Do you want to improve your organization's bottom line?

Applying for the Malcolm Baldrige National Quality Award has been an effective way to accomplish these goals since 1988. Award applicants say the Baldrige evaluation process is one of the best, most cost-effective, and comprehensive performance assessments you can get. They find high value in the process itself, whether or not they receive the Award.

Read on to learn about the benefits of applying for the Award from five recent Award recipients: Motorola CGISS; OMI, Inc.; Branch-Smith Printing Division; Pearl River School District; and SSM Health Care. In addition, hear what our customers, Award applicants, have to say about the benefits of the Award process and the value of the Baldrige feedback report. Finally, learn about some details of the Award process, some steps you can take to begin, and some resources available to assist you.

Just applying for the Baldrige Award makes your organization a "winner." It's an incredible opportunity. Why not take the challenge?

Baldrige National Quality Program



What's in it for Your Organization?



Applying for the Baldrige Award is an opportunity to examine your organization critically and identify strengths and opportunities to improve. Here are some of the key benefits our Award applicants have cited:

ACCELERATE YOUR IMPROVEMENT EFFORTS.

The application process accelerates your improvement efforts by going beyond the internal self-assessment process and introducing a rigorous, objective, external view of your organization's improvement process.

ENERGIZE YOUR EMPLOYEES.

Organizations that participate in the process tell us that pursuing this common goal increases team motivation and energizes improvement efforts.

GAIN AN OUTSIDE PERSPECTIVE.

A team of outside experts reviews each application. Each applicant receives a minimum of 200 hours of review; site-visited applicants receive over 1,000 hours of review.

LEARN FROM THE FEEDBACK PROCESS.

Each applicant receives a thorough written assessment of its strengths and opportunities for improvement. See page 8 for more information on the feedback report.

FOCUS ON RESULTS.

The Baldrige scoring system allocates 450 out of 1,000 points to results—the bottom line in the Baldrige process. This results focus can help your organization determine its most critical performance measures and improve performance in key areas such as financial performance, customer satisfaction and loyalty, and process outcomes (e.g., student learning, health care outcomes, or product quality).

Motorola's Commercial, Government, and Industrial Solutions Sector (CGISS)

2002 Award Recipient in Manufacturing



The Baldrige Criteria for Performance Excellence provide the most capable and absolutely the very best overall business system framework we have ever found or worked with in our ongoing quest for Business Excellence at Motorola CGISS. We have applied the Criteria to our business for the last four years and have identified both external and internal value propositions for applying for the Baldrige Award.

Our external value proposition was to

- Be recognized as an industry leader by a third party
- Strengthen our brand recognition
- Position CGISS ahead of our competition
- Have an opportunity to lead the industry

Our internal value proposition was to

- Compare CGISS to other best-in-class companies
- Receive objective evaluation and feedback from an external, independent Board of Examiners
- Be recognized and gain the respect of our peers
- Build momentum and pride within CGISS

Because the Criteria are focused on what best-in-class companies do and are ever evolving, measuring ourselves against them and applying for the Award has helped CGISS strive to be the best we can be. The Criteria provide a consistent framework to ensure we create and balance both short- and long-term value for our stakeholders.

*Martin Swarbrick
Vice President and Director
Office of Business Excellence
Motorola CGISS*

OMI, INC.

2000 Award Recipient in Service

One of the great advantages of earning the Malcolm Baldrige National Quality Award is the opportunity to meet and share ideas with other Award recipients. If you ask former winners why they applied for the Baldrige Award, the response is always the same: We apply to receive the precious feedback. Every applicant receives a valuable feedback report of 50 or more pages noting strengths and opportunities for improvement. OMI has dozens of processes that could be improved but, like most companies, only has resources to improve 10 to 15 per year. The application feedback helps us prioritize scarce resources on the highest-leverage areas for improvement. And, Baldrige involvement increased employee buy-in, providing terrific professional development and personal learning and achievement opportunities.

Do we get business results? You bet... OMI wins almost 66% of the projects it pursues, compared to our competitors' average of only 30%. And, we have a contract renewal rate of nearly 100% and surpass our competitors in customer satisfaction!

*Roger B. Quayle
Executive Vice President
Quality and Technology
OMI, Inc.*



Branch-Smith Printing Division

2002 Award Recipient in Small Business



Branch-Smith Printing has nearly 10 years of experience using the Baldrige Criteria and benefiting from both the Criteria and the Award process. We first used the Baldrige Criteria in a basic assessment of our organization in 1994. Our internal assessment revealed that our greatest opportunity was in documenting our major processes, so we undertook ISO 9001 certification. In late 1995, when we were in the final stages of certification, we submitted a beginning-level application for the Texas Quality Award. Through feedback and examiner participation, we progressed to receive the Texas Quality Award in 1999. We then began applying for the Baldrige Award, moving from consensus to site visit to receiving the Award on our third cycle.

Over the years, we have found one of the greatest benefits of applying is maintaining a performance improvement discipline based on a system that is both highly regarded and works. It takes a great commitment to remain focused and to recognize that the opportunities for improvement identified through third party feedback can be implemented. Applying for the Award and implementing the feedback required real perseverance by everyone in our organization and a commitment to accomplishing our goal and being a part of a winning team.

And our results prove the hard work and commitment was well worth it. We've experienced 72% growth since 1998 and a 73% reduction in customer complaints.

David C. Branch
President
Branch-Smith Printing Division

Pearl River School District

2001 Award Recipient in Education

Pearl River School District embarked on our continuous improvement journey in 1992 when we participated in the New York State Governor's Excelsior Award program, modeled after the Malcolm Baldrige National Quality Award program. We applied for the Excelsior Award three times before winning in 1994, participated in the Baldrige education pilot in 1995, and applied for the Baldrige Award three times before receiving the Award in 2001.

For us, going through the full application cycle was a major catalyst in improving our organization. It served as the primary learning tool as we dissected the Criteria, analyzed the requirements, and developed our responses. These responses typically translated into improvements to our organization. Each year, we anxiously awaited our feedback report, which we would again dissect and prioritize to plan our next steps.

We realized better results almost from day one of our entry into the Baldrige program. While we were sometimes skeptical of the opportunities for improvement, when we did respond, we again realized higher performance results.

For an affordable application fee and site visit expenditure, Baldrige provides education applicants with teams of experts who conduct a thorough review and provide detailed feedback, expertise that would be too costly for us to purchase on the open market.

*Dr. Frank Auriemma
Superintendent
Pearl River School District*



SSM Health Care

2002 Award Recipient in Health Care



Applying for the Malcolm Baldrige National Quality Award has made SSM Health Care a far better organization than we were even five years ago, and receiving the Award itself has given us a wonderful boost. But Baldrige is so much more than an Award.

When you write the 50-page application, you'll learn more about your organization than you ever thought possible. You begin to see what you're doing well, what you're not doing well, and what you're *not* doing that you thought you were doing! The application process helps you understand your core systems, processes, and critical linkages across the seven Categories of the Baldrige Criteria. You also perceive quickly where you lack these systems, processes, and linkages.

When you get the feedback from your application, you will learn what you can do to vastly improve your organization. If you use the feedback, your organization will improve and so will your results.

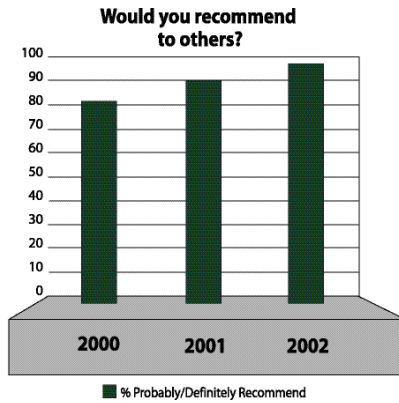
For us, Baldrige has provided the best consulting services we've ever received and the least expensive. Over the four years that we applied, we received more than 200 pages of feedback from highly trained, experienced, and professional Examiners, who spent literally hundreds of hours with our application and on site visits.

To sum up, Baldrige is the best way to get better faster.

*Sr. Mary Jean Ryan, FSM
President/Chief Executive Officer
SSM Health Care*

What Our Customers Say

Each year the Baldrige National Quality Program surveys all applicants to see if we are meeting their expectations. Our applicants consistently identify many benefits of applying, indicate high levels of overall satisfaction with the Award process, and overwhelmingly state that they would recommend the process to their colleagues.



Here are comments from some of our 2002 applicants about applying for the Award:

“Assessing our efforts against the Criteria, articulating our story, and preparing for the site visit were immensely valuable to our improvement efforts.”

“We consult with other school districts about the Baldrige process and always emphasize the value of the application process.”

“We credit the Malcolm Baldrige National Quality Award process as the key driver in achieving and sustaining our performance excellence results.”



Your Greatest Benefit: The Feedback Report

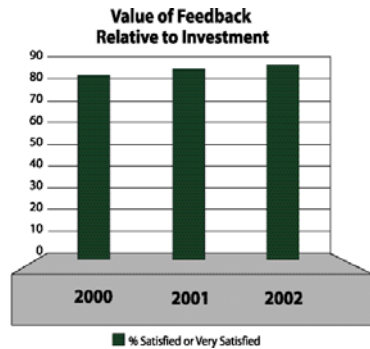
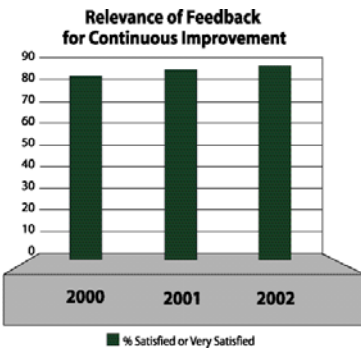
Many Baldrige Award applicants cite the feedback report as the most significant benefit of applying. If you apply, you will receive a detailed, individualized feedback report, a 50-page written assessment of your organization's strengths and opportunities for improvement based on your Baldrige Award application. A team of leading experts, Baldrige Examiners who have both industry and sector experience and Category knowledge, will write your feedback report.

The report includes

- **Key Themes Summary**—A synthesis of the most significant, cross-cutting strengths and opportunities for improvement in your organization's approaches and results provides a broad overview of the Examiners' analyses.
- **Comments**—Actionable, detailed strengths and opportunities for improvement for each Criteria Item, specific to your organization, help you prioritize your improvement efforts.

- **Individual Scoring Range**—For each Item (or Category at Stage 1), you will receive a 10% scoring range, allowing you to determine your organization’s relative strengths and opportunities for improvement.
- **Scoring Distribution**—The percentage of applicants that scored in each of the eight scoring bands provides a context for your score relative to other organizations.

Your feedback report will arrive within 45 days after the Judges complete their review.



In surveys of the 2000, 2001, and 2002 Baldrige Award applicants, over 80% of respondents reported being satisfied or very satisfied with the relevance of the feedback report for continuous improvement and the value of the report relative to their investment.



AWARD ELIGIBILITY CATEGORIES

- Manufacturing
- Service
- Small business
- Education
- Health care

How to Apply

APPLICATION REQUIREMENTS

Potential applicants need a copy of the Baldrige Criteria for their sector and a *Baldrige Award Application Forms* booklet. Once you receive the booklet, the first step is to certify eligibility in one of the five Award categories and submit the eligibility forms and the appropriate eligibility fee. After certifying your eligibility, the second step is to submit the application form, the appropriate application fees, and your application report responding to the Criteria questions.

WHAT HAPPENS AFTER MY ORGANIZATION APPLIES?

The evaluation process has four steps: (1) Stage 1, Independent Review; (2) Stage 2, Consensus Review; (3) Stage 3, Site Visit Review; and (4) Judges' Selection of the Recommended Award Recipients.

INDEPENDENT REVIEW

Each application is reviewed by a group of Examiners working independently. Each Examiner reads the application, writes comments about strengths and opportunities for improvement, and scores each Item against the Criteria. The results are consolidated and are used by the Panel of Judges to decide which applicants proceed to Consensus Review. Those applicants not proceeding to Consensus Review receive a feedback report based on the Examiners' comments and scores.

CONSENSUS REVIEW

A team of Examiners reaches consensus on key themes, the applicant's strengths and opportunities for improvement, the resulting scores, and the issues to clarify and verify if the applicant is selected for a site visit. The Panel of Judges uses the consensus scores and scoring profiles to select applicants to be site visited. If an applicant is not selected for a site visit, the team's comments are used to create the feedback report.

SITE VISIT REVIEW

By visiting the applicant's site, the Site Visit Team of Examiners can clarify uncertain points in the application, verify that the information in the application is correct, and gain additional information. The site visit scorebook provides the Judges with information to use in recommending recipients for the Award and also provides the basis for the applicant's feedback report. All applicants, whether or not they are selected as Award recipients, receive a feedback report.

SELECTION OF RECOMMENDED AWARD RECIPIENTS

The Panel of Judges reviews the site visit scorebooks and selects applicants to recommend as Award recipients to the Secretary of Commerce. The Judges consider applicants in each of the five eligibility categories separately. By law, the Judges may recommend up to three applicants in each eligibility category.



Next Steps

If you've decided to apply, contact the Baldrige National Quality Program or visit our Web site for a copy of the ***Criteria for Performance Excellence*** and the ***Baldrige Award Application Forms*** booklet. You can also find more detailed information on the Award process cycle and deadlines on our Web site.

If you're interested in applying, but find your organization's evaluation cycle is not in-step with the Award cycle at this time, there are still actions you can take. Continue your organization's self-assessment process through approaches discussed in ***Getting Started with the Baldrige National Quality Program: A Guide to Self-Assessment and Action***. Also, using the ***Are We Making Progress?*** employee questionnaire can help you refine your improvement and communication efforts as you prepare to apply. Both documents can be found on our Web site. In addition, consider applying to your state or local Baldrige-based award programs.

Resources

Whether you're ready to apply or continuing on your performance excellence journey, many resources are available to assist you.

- **Visit our Web site at www.baldrige.nist.gov.** You'll find answers to frequently asked questions, information about Award recipients, and a list of available materials and publications, including case studies, CEO issue sheets, videos, and articles. Most of our publications can be downloaded from our Web site at no charge.
- **Contact your state or local Baldrige-based program.** These programs can provide assistance with networking opportunities, training, and consultation in addition to their award programs.
- **Attend a conference.** BNQP sponsors the Quest for Excellence Conference and regional conferences annually to showcase Award recipients. At these events, Award recipients share information on their role model practices.
- **Become an Examiner.** Examiners at both the state and national levels receive valuable training and experience in understanding and applying the Criteria, and they strengthen their ability to use the Criteria within their own organizations.

Contact the Baldrige office. Get your questions answered and request printed copies of Baldrige materials.

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NIST

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