

YOUR
reference
Guide to
performance excellence

Who We Are

Created by Congress in 1987, the Baldrige Performance Excellence Program exists to help organizations like yours improve their performance and succeed in the competitive global marketplace. We are the first and only public-private partnership and Presidential award program dedicated to improving the competitiveness and performance of U.S. organizations.

What We Do

The Baldrige Program educates organizations of all sizes and from all sectors in achieving performance excellence. We also administer the Malcolm Baldrige National Quality Award. We identify and recognize role-model organizations, share best management practices, and help organizations achieve best-in-class performance levels.

In collaboration with the greater Baldrige community, we offer organizations like yours

- the Baldrige Criteria for Performance Excellence—an integrated management framework that gets results;
- assessment tools to evaluate improvement efforts;
- educational presentations, conferences, and workshops on how to improve organizational performance using the Baldrige Criteria; and
- feedback reports from a team of trained experts, highlighting organizational strengths and opportunities for improvement.

What Is Performance Excellence?

“Performance Excellence” refers to an integrated approach to organizational performance management that results in

- delivery of ever-improving value to customers and stakeholders, contributing to organizational sustainability;
- improvement of overall organizational effectiveness and capabilities; and
- organizational and personal learning.

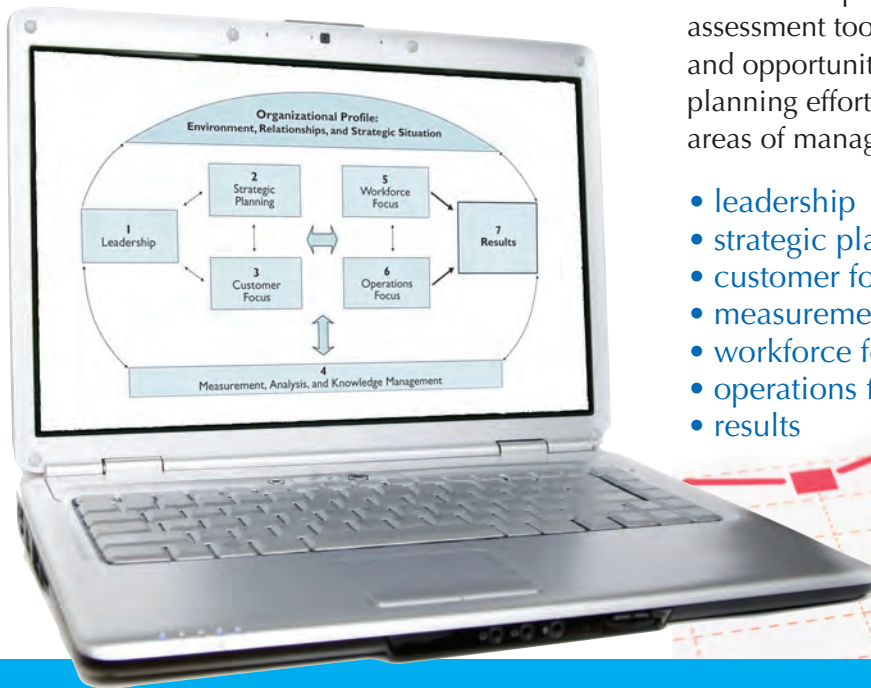
“I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results.”

Jim Collins, best-selling author of *Good to Great: Why Some Companies Make the Leap ... and Others Don't*



What Baldrige Offers You

The Baldrige Criteria provide a validated management approach to improve your organization's performance—one that has been used by thousands of organizations for over 20 years. The Criteria will guide your organization and improve your abilities to think and act strategically, align processes and resources, engage your workforce and customers, and emphasize key results.



The Criteria provide a valuable framework and an assessment tool for understanding organizational strengths and opportunities for improvement and thus for guiding planning efforts. The Criteria help you focus on these key areas of management:

- leadership
- strategic planning
- customer focus
- measurement, analysis, and knowledge management
- workforce focus
- operations focus
- results

What Makes Baldrige Different

Baldrige helps organizations address a dynamic environment, focus on strategy-driven performance, and achieve customer and workforce engagement, improve governance and ethics, societal responsibilities, competitiveness, and long-term organizational sustainability. It offers you a comprehensive management approach that focuses on results in all areas, organizational and personal learning, and knowledge sharing.



“The Baldrige requirements ... expose the gaps that you have within your operating structure, your governance, and how you conduct business. So once you identify those gaps, you take the steps to resolve them. ... There's no question that Baldrige has assisted and made MEDRAD a better company on all fronts.”

Samuel Liang, President and CEO, MEDRAD, Pennsylvania, 2003 and 2010 Baldrige Award Winner (Manufacturing)

“[Because of Baldrige] everybody here believes in their heart that they actually can make a difference, from the bus driver to the cook to the person who sweeps the floors to the teacher, the para-educator, all the way up to the central office. Everybody believes ... they’re all our kids, and all of them can be college ready when they graduate.”

Dr. Jerry Weast, Former Superintendent (1999-2011), Montgomery County Public Schools, Maryland, 2010 Baldrige Award Winner (Education)



Begin Your Journey

Are you considering use of the Baldrige Criteria for Performance Excellence for your organization? Now is the time to learn more about the benefits of a Baldrige self-assessment and the many tools, approaches, and resources available to help you get started.

Whether your organization is small or large; is involved in service, manufacturing, health care, education, government, or nonprofit work; or has one location or multiple sites across the globe, it can benefit from conducting a Baldrige self-assessment. Here are some resources for beginning your journey:

1. Check out the Baldrige Self-Assessment Tools.

- Use *Are We Making Progress?* and *Are We Making Progress As Leaders?* These ten-minute questionnaires, available on the Baldrige Web site, will introduce the seven Criteria categories to your organization and help you identify your organization’s perceptions on your strengths and opportunities for improvement.
- Visit the Baldrige Web site and complete *Easy Insight: Take a First Step Toward a Baldrige Self-Assessment*. This online tool will help identify gaps in your understanding of your organization and will enable you to compare your organization to others.

2. Provide your leadership with a copy of *Baldrige 20/20: An Executive’s Guide to the Criteria for Performance Excellence*. This publication highlights examples of the success of Baldrige Award recipients, presents results that demonstrate their improvements, and shares stories of their journeys to performance excellence and lessons they’ve learned along the way.

3. Contact your state or local Baldrige-based program. These programs can provide networking opportunities, training, and consultation, in addition to their award programs. Visit the Alliance for Performance Excellence Web site at <http://www.baldrigepe.org/alliance> to find your nearest state or local program.

4. Write the Organizational Profile, a first step in undertaking a full self-assessment using the Baldrige Criteria.

After completing these initial steps, you may wish to conduct a full self-assessment and consider applying for the Baldrige Award.

Benefits of Submitting a Baldrige Application

Do you want your organization to achieve greater success?
Would you like a knowledgeable outside perspective on your organization's strengths and opportunities for improvement?
Are you looking for a way to energize and motivate your employees?

Then, why wait to submit an application? Applicants report that the greatest value comes from writing an application and receiving a customized feedback report prepared by our examiners. Award applicants say the Baldrige evaluation process is one of the best, most cost-effective, and most comprehensive performance assessments available. The Criteria help organizations decide on performance improvement methods and tools, such as ISO 9000, Lean, a balanced scorecard, and Six Sigma.

Each award applicant receives a feedback report at the conclusion of the review process. The feedback report is a written assessment of an organization by an evaluation team of leading U.S. experts and lists strengths and opportunities for improvement for the organization based on the Criteria. Used by companies and nonprofit organizations, education organizations, and health care organizations as part of their strategic planning processes, these feedback reports help organizations focus on their customers and improve overall performance. Feedback is one of the most important parts of the Baldrige Award process; it provides a pathway for improvement.



Here's what the leaders of some recent Baldrige Award-winning organizations have said:

"At the front door of our hospital, there is a sign, 'Welcome all to this place of healing.' We really try to live up to that promise where all of our patients will be cared for in a very healing way. ... We want to provide literally the best clinical practices and health outcomes to our patients and, in fact, Good Samaritan Hospital has been able to achieve some of the best clinical outcomes in American health care."

David Fox, President, Advocate Good Samaritan Hospital, Illinois, 2010 Baldrige Award Winner (Health Care)

"When you look at the Baldrige Criteria, what a great road map to say if you can do the things in all these categories and do them well, you're going to be a well-run company."

Robert F. Pence, President and CEO, Freese and Nichols Inc., Texas, 2010 Baldrige Award Winner (Small Business)

"The Baldrige opportunity, on its own, was a way for us to get a very disciplined, external perspective, an examination of our business, of how we manage our business. ... That's a very valuable thing. I can't imagine what you'd have to pay a consultant to do that. It's been a terrific journey."

Patrick McGinnis, President and CEO, Nestlé Purina PetCare Co., Missouri, 2010 Baldrige Award Winner (Manufacturing)



More Learning Opportunities

Many resources are readily available to assist you in learning about Baldrige, starting with the materials you will find on the CD included with this brochure. Here are some other opportunities:

- Visit the Baldrige Web site at <http://www.nist.gov/baldrige>. You'll find answers to frequently asked questions; a list of available materials and publications, including the Baldrige Criteria for Performance Excellence, case studies, and award recipients' application summaries and profiles, videos, and articles. Most of our publications can be downloaded from our Web site and the book, *Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence* can be ordered from the American Society for Quality (ASQ).
- Attend a conference. Each year, the Baldrige Program sponsors the Quest for Excellence® and regional conferences to showcase award recipients. At these events, award recipients present their role-model management practices.
- Become a state or national examiner. Examiners receive valuable training and gain experience in understanding and applying the Criteria, which they can use within their own organizations.
- Contact the Baldrige Program for additional information and materials.

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- Contact ASQ to order bulk copies of the Criteria booklets, copies of *Baldrige 20/20: An Executive's Guide to the Criteria for Performance Excellence*, or the award recipients DVDs.

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