



# Performance Counts



The Newsletter for the Virginia United States Senate Productivity and Quality Award

Spring, 2010

## Who's in the VA SPQA Community?

- Award applicants and past recipients
- Current, potential and past Examiners
- Sponsors big and small
- Others who wish to make a difference

## Who to contact with questions about the VA SPQA Community?

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*SPQA Examiners During Consensus Meeting*

## 2010 SPQA Cycle is Moving Forward!

### *Application reviewed; Consensus Meetings held*

The U.S. Senate Productivity and Quality Award for Virginia program is moving toward conclusion.

Examiners were selected and trained in two sessions in late January. Three teams of Examiners were formed, and those teams then reviewed and scored one SPQA Application. Examiner teams met in early March to develop consensus comments and scores in consolidated Scorebooks.

A Core Team of the three Team Leaders, A Team Leaders, and others met in a series of "Mega-Consensus" meetings to

consolidate the three teams' comments and scores and submit a report to the Judges. The Panel of Judges met to review the Core Team's work, and based on that work recommended that the applicant receive a Site Visit.

The Core Team will visit the applicant in mid- or late April. Following the Site Visit, the Core Team will revise its report to the Judges as appropriate. Judges will again meet to review the post-Site-Visit report and will determine the level of recognition to be received by the applicant.

In June, the applicant will be notified of its award level

determination and will receive a Final Feedback Report. Members of the Core Team and SPQA Leadership will conduct a face-to-face feedback meeting for the applicant and will answer the applicant's questions about the Feedback Report.

The applicant will be formally recognized at an award ceremony held in conjunction with the Virginia Forum for Excellence, scheduled for September 14 and 15. (For a related article, see "2010 SPQA Cycle Tries New Approaches," page 2.)●

## Start Preparing Now ... for 2011

If you are planning to participate in the 2011 SPQA cycle, the time to start preparing is now.

If you are considering applying to be an Examiner, go to the SPQA Examiner web page, <http://www.spqa-va.org/examiners.html>. Download the current Examiner Guide and Examiner Time Commitments. Those two documents will provide information about how much time is required of an Examiner, and the types of work that Examiners do during the SPQA examination cycle.

If you have never been an SPQA Examiner, you will need to sign up for a two-day Criteria Workshop. If it has been two years or more since your last Criteria Workshop, you will need to attend again.

If your organization is considering submitting an application, there are things you should be doing. A Criteria Workshop would be helpful, as would any of the other training programs offered by SPQA. Download the training brochure at <http://www.spqa-va.org/index.html>.

Not ready to apply for the SPQA

Medallion? Then perhaps the new SPQA Discovery program is for you.

Generally speaking, the level of effort associated with participating in the Discovery Program is significantly lower than an application for the Virginia SPQA Medallion for Performance Excellence.

Refer to <http://www.spqa-va.org/award.html> for the current Discovery program *Guide, Self-Assessment Template, and Intent to Participate* form. ●

"VA SPQA evaluation and recognition is available to the **business service, manufacturing, health care, government/non-profit and educational sectors.**"

## 2010 SPQA Cycle Tries New Approaches

**Core Team concept examined; Scorebook Navigator™ piloted; student interns serve as Examiners; dedicated Mentors and Editors assigned**

When the SPQA program learned that there would be only one applicant this year, the initial response was, "Uh-oh." What to do with all those Examiners? There was concern that turning away Examiners would not bode well for retention of current Examiners and recruitment of future candidates. Time to break out the Baldrige Core Values and Concepts – specifically: Agility, Managing for innovation, and Focus on results and creating value.

Having only one application to review had its advantages. It forced SPQA to be agile – to respond effectively to changing circumstances and demands. It forced SPQA to think "out of the box" and come up with new ways of conducting the examination process. And it forced SPQA to manage its resources in a way that would maximize value for its principal customer – the applicant.

### Using Senior Examiners

In previous years, when SPQA had roughly enough Examiners to cover multiple applicants, Senior Examiners were pretty much confined to the roles of Team Leader, Assistant Team Leader, and Judge. One drawback of this was that many experienced and very capable Examiners never received the opportunity to develop their leadership and management skills.

This year, previous Team Leaders were assigned as Team Mentors and Scorebook Editors. This allowed for assignment of Team Leaders who had never served in that capacity. If a Team Leader had a question or concern, he/she could simply turn to the Mentor or the Editor, rather than learning through trial and error.

### The Core Team

Several years ago, SPQA had twice as many Examiners as

needed to serve the number of applications received. Not wanting to turn Examiners away, two teams were assigned to independently review and independently develop Consensus Scorebooks for each applicant. A Senior Team Leader then consolidated the two Scorebooks into a single Report to Judges. The major lesson learned that year was that such a process would need to be more systematic, and more clearly articulated and documented.

In 2010 an elegant, systematic, and effective process was designed to have three teams of Examiners independently review and score the application through the Consensus Stage.

After Consensus, the three Team Leaders, three Assistant Team Leaders, and four Student Interns came together to form the Core Team that consolidated the three Scorebooks into a Report to Judges, and prepared for Site Visit. The Core Team met weekly by teleconference to effectively track progress on the Report and to develop Site Visit Issues.

### Scorebook Navigator™

SPQA has for several years been considering the use of Scorebook Navigator™. Scorebook Navigator™ is a web-based system for examining an application for a Baldrige-based award. One of the reasons for not piloting Scorebook Navigator™ earlier was the natural concern that if something went wrong (e.g., the Scorebook Navigator™ server went down), one application's review might be delayed – and that would throw the entire SPQA Examination cycle into turmoil. With only one applicant this year, that was not a concern. If Scorebook Navigator™ "went down," and the pilot Team couldn't continue its work, there were two more Teams reviewing the application.

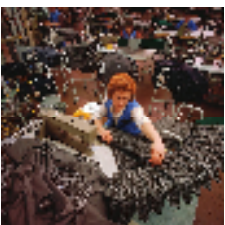
While no formal training was provided, training materials from other state programs and a recorded webinar were used to provide background information on the system. In addition, a Senior Examiner who had experience using Scorebook Navigator™ was assigned as Software Mentor for the pilot team. Finally, the Scorebook Navigator™ Manager for the Baldrige Alliance for Performance Excellence was available to provide near-real-time assistance to the Software Mentor and the pilot Team Leader.

### Student Interns

Finally, having one applicant, and having three teams of Examiners to review them, enabled SPQA to deploy its new student intern program to provide maximum value. The student intern program, established in 2009, enables college students to participate in the SPQA examination cycle as a part of their education. This benefits not only the interns, but it also benefits the applicant, the Examiner Teams, the interns' schools, and the SPQA program itself.

This year, four student interns from Lynchburg College, under the mentorship of Jan Garfield and Joe Turek, served as Examiners. Following Consensus, the interns were assigned to the Core Team, and were thus afforded to participate in consolidating the three teams' work and in preparing for and participating in Site Visit.

At this point it is difficult to ascertain the impact of these new approaches. But preliminary indications are that the expanded use of Senior Examiners, use of the Core Team methodology, use of Scorebook Navigator™, and employment of student interns cannot but add value to the examination process, the SPQA program, and the applicant. ●



## Coming Soon! An Inquirer's Guide to the Criteria for Performance Excellence -- July 12-13 in Roanoke

This is a two-day overview of the SPQA Award Program and a detailed discussion of the content of the Organizational Profile and seven Categories of the Baldrige Criteria for Performance Excellence. The program includes exercises for each of the seven Categories plus a strong emphasis on the Organizational Profile.

The workshop is designed for individuals and organizations interested in learning the details of the Baldrige Criteria for Performance Excellence and its application in the organization through discussion and exercises. It is ideal for organizations interested in deploying Criteria principles and considering applying for the Medallion award.

SPQA Examiners are required to attend this workshop every two years.

Watch <http://www.spqa-va.org/events.html> for details. ●

## SPQA Schedule of Events

- April – Applicant Site Visits
- June – Notification of Award recipients and delivery of feedback reports
- June – Feedback Meeting with Applicant
- July 12-13 – Criteria Workshop (Roanoke) – required every two years for Examiners
- July 17 – SPQA Forward ("Improvement Day")
- September 14-15 – Virginia Forum for Excellence
- October 15 – December 30 – 2011 Examiner Recruitment

Watch <http://www.spqa-va.org> for details. ●

# Breathing New Life into the Next Generation of Manufacturing

-- by Glenn Marshall

In the new *Lean\$Green* economy, businesses and the government will be required to engage in advancing a new integrated economic and environmental model. To meet these challenges Lean and Green advocates are coming together to formulate the next generation of strategies, initiatives, and jobs.

The American Small Manufacturers Coalition and member Manufacturing Extension Partnership (MEP) centers commissioned the Next Generation Manufacturing Study in 2009 to assess the country's progress in implementing Next Generation Manufacturing (NGM) strategies. The six NGM Success Attributes consist of the following:

- Customer-focused innovation
- Engaged people/human capital acquisition, development and retention
- Superior processes/improvement focus
- Supply-chain management and collaboration
- Green business practices
- Global engagement

The survey established serious gaps existing between the strategies U.S. manufacturers believe are critical to their future success and their actual progress in implementing those strategies. Some key findings requiring immediate action are:

- Small and midsize manufacturers are less likely than larger firms to be at or near world-class status in each of the next generation strategies.
- Green business practices ranks low among the strategic priorities for U.S. manufacturers, despite increasing government regulation, growing consumer demand, and new requirements from large downstream

manufacturers in their supply chains.

- Only 28% of respondents believe global engagement is highly important despite a near-term future in which markets, talent, competitors, and partner opportunities are growing faster outside the U.S. than within its borders.
- In an increasingly networked world, trusted partnerships are a key competitive advantage, but today effective partnerships with employees, suppliers and regional support organizations are the exception rather than the norm.
- Leadership loss represents a significant threat – or opportunity. One quarter of respondents say a planned leadership succession will occur within the next five years – potentially affecting 80,000 U.S. manufacturing firms.

### A Call for Action!

To be prepared for the next generation of manufacturing, businesses, governments, and learning organizations must collectively focus on developing the resources and the necessary infrastructure to produce quality products and services at an accelerated pace in order to win the global economic race. Networks of industry professionals already exist to help regions launch Communities of Practice (CoPs), business excellence groups, or consortia using proven deployment processes. Government should strive to help create a framework, infrastructure, and environment that support rising productivity.

All organizations – both public and private – can use the U.S. Senate Productivity and Quality Award Criteria for Performance Excellence to do an internal assessment as a management tool for planning, training, and implementing productivity and

quality initiatives to deploy these strategies. This self-assessment tool will provide insight into gaps needing to be addressed to advance to the next level of performance excellence.

Organizations need to grow a culture that achieves results through people. They need the rapid advancement of technology and innovation along with Lean and Green systems and attitudes. Most importantly, in order to make all of this happen, they need to develop pragmatic, working-level leaders who can pull it all together.

Manufacturing, an industry long known as the most vital to the overall economic strength of a country, is faltering. And without the attention it so desperately deserves, it is in grave danger of continual decline. We strongly believe however, that with the right initiatives, and with continual support and collaborative efforts by the public and private sectors, working together we can recreate a thriving and sustainable manufacturing industry, including the creation of countless jobs.

Prepared by Glenn Marshall, Director at Large for the Association for Manufacturing Excellence (AME), Benchmarking and Sustainability Champion for Northrop Grumman Shipbuilding. AME is launching a national initiative for the "Rebirth of Manufacturing." For more information contact [glenn.marshall@ngc.com](mailto:glenn.marshall@ngc.com) or go to [www.ame.org](http://www.ame.org) and [www.spqa-va.org](http://www.spqa-va.org). ●





## The Performance Corner

*Featuring articles from members of the VA SPQA Community that promote performance excellence.*

*This article is submitted by Jan Garfield and Joe Turek.*

*"Performance Counts" is looking for submissions for the Summer 2010 edition. To be considered, submit your article no later than June 11, 2010 to: [editor@spqa-va.org](mailto:editor@spqa-va.org). Please limit submissions to 625 words.*

## SPQA's Student Intern Initiative Managing Our Program for Innovation

Today's traditional-age undergraduate students have never known a world without "Cherry Garcia" ice cream. Voice mail has always been available, along with Pixar, digital cameras, and pay-per-view television. They don't remember a time when cutting and pasting involved scissors. Their world has always included Starbucks Coffee, and mention of "The Princess Bride" evokes the same response in members of this Millennial generation as references to "Bambi" might elicit from earlier generations.

And, for these students, there has always been a Malcolm Baldrige National Quality Program. On 20 August, 1987—around the time when many of today's college juniors and seniors were born—President Ronald W. Reagan signed the Malcolm Baldrige National Quality Improvement Act of 1987, making quality a national priority and helping to ensure the revitalization of the U.S. economy during the 1990s. Few undergraduate students have had opportunities to be fully engaged with the Baldrige Criteria for Performance Excellence, until now.

In the 2010 Award cycle, SPQA and the School of Business and Economics at Lynchburg College are collaborating in offering internships to four students among the School's high achieving undergraduates. These 2010 interns are Elizabeth Eckert from Arlington, Hunter Fairchild from Fluvanna, Jason Hall from Altavista, and Lauren Grossman from Dewey Beach, Delaware. Each of these students successfully completed the SPQA Criteria Workshop and Examiner Training, and participates fully as a member of an Examiner teams reviewing an applicant for SPQA recognition, including completing Independent and Consensus Review scorebooks and participating on a site visit, as appropriate.

As a result of their participation as Examiners in the SPQA 2010 Award cycle, our interns learned

how to apply the Baldrige Criteria to assist organizations in improving performance practices, capabilities and results. They learned how to facilitate communication and the sharing of best practice information among U.S. and international corporations, and they developed facility with the Criteria as a tool for understanding and managing performance, guiding planning, and creating opportunities for organizational learning.

"The SPQA internship offers exposure to a large number of business concepts and processes relevant to our current coursework and future careers. In addition, meeting and working with professionals from all over the Commonwealth was a valuable opportunity," remarked Eckert. The School's collaboration with SPQA not only enriches the educational experience of the students participating in the internships, but also contributes to Lynchburg College's strategic goal of providing its students with intentional experiential learning activities.

SPQA is developing this internship initiative in accordance with its efforts to focus on the future. By maintaining a focus on education and learning, SPQA creates a sustainable resource of young professionals who will enhance our efforts to maintain a highly qualified and dedicated Board of Examiners who serve as ambassadors by modeling Baldrige Core Values and Concepts and lending valuable credibility within the industries, sectors, and communities they will serve throughout their professional careers.

SPQA chose to begin this internship initiative in collaboration with the School of Business and Economics at Lynchburg College because of the School's 2009 accreditation by the Association of Collegiate

Business Schools and Programs (ACBSP). Dr. Joe Turek, dean of the School, led the year-long process to seek ACBSP accreditation, which required the School to complete a Baldrige-based self-assessment. That accreditation process provided a foundation of familiarity with the Baldrige Criteria for Performance Excellence and facilitated an introduction to SPQA's premier awards program for performance excellence.

Based upon the successful implementation of this initial internship experience, SPQA will seek to expand the internship program by engaging students and faculty members from other colleges and universities in the Commonwealth and District of Columbia. The School of Business and Economics is in the process of creating a student-level Baldrige organization that will institutionalize its own commitment to Baldrige principles and promote SPQA internships in subsequent Award cycles.

Dr. Joe Turek is Dean of the School of Business and Economics at Lynchburg College and also serves on SPQA's Board of Examiners.

Dr. Jan Garfield leads the Education and Training initiatives for SPQA's Board of Directors. ●



**Student Interns Elizabeth Eckert and Hunter Fairchild, with SPQA Board Chair Jo Lin Rohr**