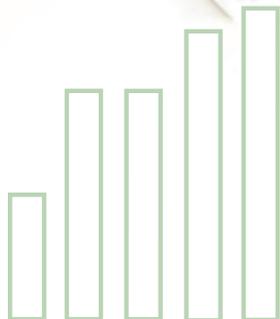


# Get on Board as a Baldrige Examiner

The Baldrige Performance Excellence Program has been named a Top-10 Government Leadership Development Program by *Leadership Excellence* magazine for four years in a row



# Enrich Your Career. Improve Organizational Performance. Be a Baldrige Examiner.

If you are looking for a one-of-a-kind professional development and networking opportunity, and the chance to make a meaningful contribution to organizational improvement and U.S. competitiveness, apply to serve as a volunteer on the Baldrige Board of Examiners.

Each year, leading experts from U.S. business, health care, education, and nonprofit organizations are chosen from industry groups, professional and trade organizations, government agencies, and other nonprofit groups. They become Baldrige examiners, an elite group of leaders who help drive organizational performance excellence across the country.

## Baldrige examiners

- evaluate applicants for the Baldrige Award—the only presidential award for performance excellence and innovation;
- use their expertise to improve U.S. organizational performance;
- learn best management practices that deliver world-class results; and
- network with senior-level professionals from all sectors of the U.S. economy.

## Attend a Nationally Recognized Training. Learn the Baldrige Criteria.

In recent years, the Baldrige Program has been ranked among the top-10 government leadership development programs by *Leadership Excellence* magazine.

Examiners participate in an interactive Examiner Preparation Course in April or May in the Washington, DC, area. Training covers the Baldrige Criteria for Performance Excellence and scoring system, the evaluation process, and the Code of Ethical Conduct. Then, using the Baldrige Criteria, examiners participate in an evaluation process that involves independent and virtual team consensus reviews of applications from organizations across the United States. The examiner team writes a report that provides feedback to these applicants, helping to drive breakthrough organizational improvement. The feedback report is a key reason why organizations apply for the Baldrige Award.

*It's never been about the award, but maybe it's been about being award-worthy. We embraced the Baldrige approach and we wrote the application and we experienced the very intensive examiner site survey. We did all that because we felt it would make us a better organization.*

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

## The Criteria for Performance Excellence

Organizations use the Baldrige Criteria to accelerate improvement and achieve world-class results. The Criteria also are the basis for evaluating applicants for the Baldrige Award.

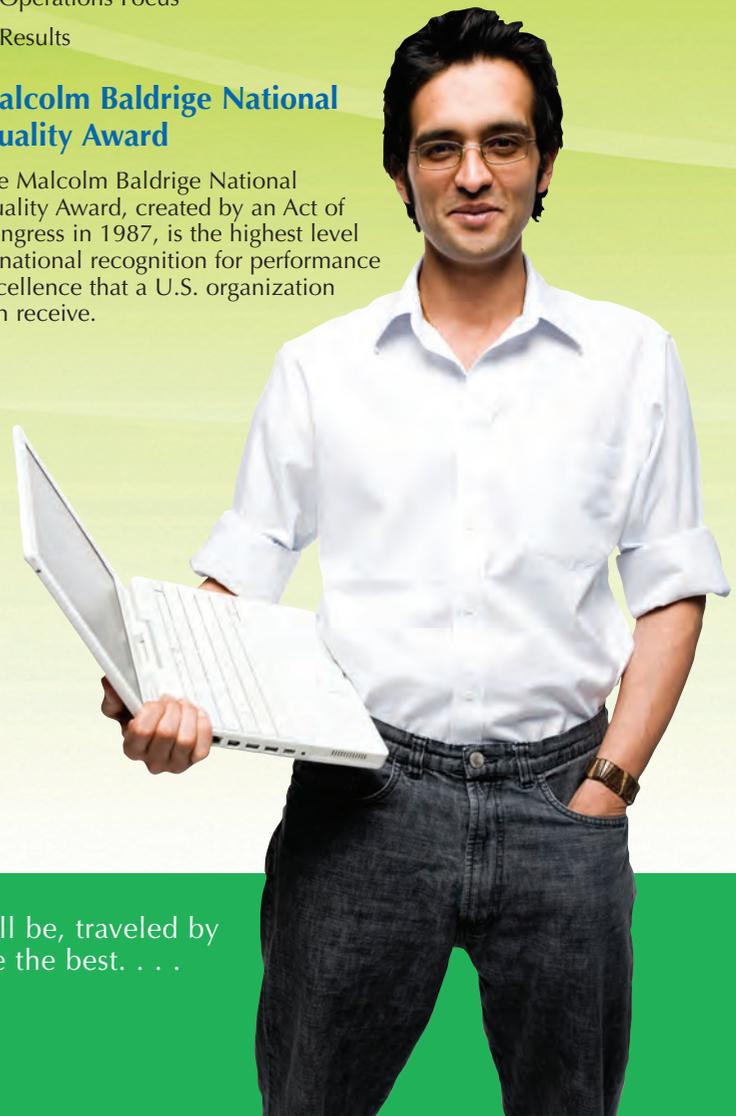
The Criteria are developed from state-of-the-art learning of private- and public-sector organizations and reflect validated, leading-edge practices for achieving performance excellence.

The Baldrige Criteria's seven categories represent an integrated framework of what it takes to run an effective, successful operation:

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis, and Knowledge Management
5. Workforce Focus
6. Operations Focus
7. Results

## Malcolm Baldrige National Quality Award

The Malcolm Baldrige National Quality Award, created by an Act of Congress in 1987, is the highest level of national recognition for performance excellence that a U.S. organization can receive.



The road to greatness in America has been, and always will be, traveled by those who embrace change and work hard every day to be the best. . . .

—Barack Obama, President of the United States  
December 2009 (to the Baldrige Award Recipients)

# Benefits of Being an Examiner

The benefits of being selected to serve as an examiner are numerous. In fact, this incredible opportunity can help your organization, enhance your professional experience, and provide a way to serve your country.



**help** your organization. **enhance** your professional experience. **serve** your country.

## help your organization.

- Learn to employ a systems perspective, which helps you look for ways to identify and foster improvement in your own organization
- Develop analytical and consensus-building skills that can be applied at your own organization
- Share with your employer how leading organizations achieve performance excellence

*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.*

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

## enhance your professional experience.

- Learn to utilize the Criteria for assessing organizational performance in all sectors of the U.S. economy
- Engage in discussions with sector experts of emerging issues affecting different organizations
- Become part of a national network of talented professionals committed to performance excellence
- Acquire new knowledge, skills, and abilities
- Meet new and interesting people

*The return on investment has been the most powerful training I've ever received as a CEO—just sitting in the same room as examiners every year, and getting that training and trying to understand how people look at things and look at process management. In my superintendent training, I never knew the words "process management"; ...and I certainly didn't know how to align the work from the board room all the way to the student level. So I've picked up so much in leadership management skills just by attending Baldrige training, reading applications, and doing case studies. It's the best training I've ever had as a CEO.*

—Dr. Terry Holliday, Former Superintendent  
Iredell-Statesville Schools, North Carolina, 2008 Baldrige Award Recipient (Education)

## serve your country.

- Provide applicant organizations with value-added feedback targeted at helping them move their performance to the next level
- Help advance the economic growth and competitiveness of the United States by contributing to the transfer of role-model practices

## Who Should Apply

The Baldrige Program's goal is to ensure broad representation from many industries, companies, and organizations in the for-profit, nonprofit, and public sectors. This ensures expertise to evaluate Baldrige Award applicants from these sectors. If you have management and/or organizational performance experience and the ability to analyze and synthesize information, as well as perform technical writing, then consider applying. Learn more at [www.nist.gov/baldrige](http://www.nist.gov/baldrige).

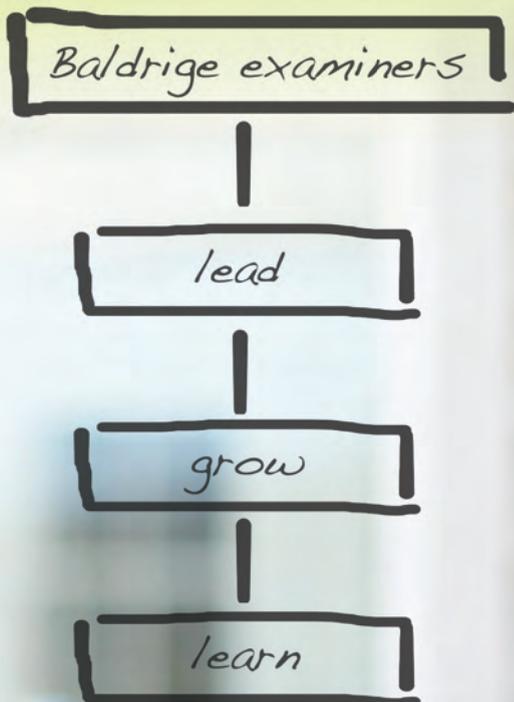
To be a Baldrige examiner, you must be a citizen or permanent resident of the United States. If you are selected to serve on the Board of Examiners, you will be required to show proof of citizenship or proof of permanent residency. Applicants will not be denied on the grounds of race, creed, color, national origin, age, sex, or disability.

## Time Commitment and How to Apply

Attendance at a training course in April or May is required for new examiners. A minimum time commitment of 110 hours is typical from June to November. The award's critical review periods are mid-June through July for independent review, late August through September for consensus review, and October through November for site visit review (which typically involves about 25 percent of examiners). Review of written applications is carried out at the examiner's work location or home. Travel is necessary only for training and site visits for selected applicants.

November–January: examiner applications available.

Apply at [www.nist.gov/baldrige](http://www.nist.gov/baldrige)



# Learn More About Baldrige

Many resources are readily available to assist you in learning about Baldrige.

Visit the Baldrige Web site at [www.nist.gov/baldrige](http://www.nist.gov/baldrige). You'll find answers to frequently asked questions; a list of available materials and publications, including the Criteria for Performance Excellence booklets, case studies, *Your Reference Guide to Performance Excellence*, *Baldrige 20/20*, and award recipient application summaries, profiles, videos, and articles.

## Contact the Baldrige Program for additional information and materials.

Baldrige Performance Excellence Program  
National Institute of Standards and Technology  
United States Department of Commerce  
Administration Building, Room A600  
100 Bureau Drive, Stop 1020  
Gaithersburg, MD 20899-1020  
E-mail: [baldrige@nist.gov](mailto:baldrige@nist.gov)  
Phone: (301) 975-2036  
Fax: (301) 948-3716  
[www.nist.gov/baldrige](http://www.nist.gov/baldrige)

## 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.

American Society for Quality  
600 North Plankinton Avenue  
P.O. Box 3005  
Milwaukee, WI 53201-3005  
E-mail: [asq@asq.org](mailto:asq@asq.org)  
Phone: (800) 248-1946  
Fax: (414) 272-1734  
[www.asq.org](http://www.asq.org)

NIST0049



Download  
QR Reader for  
Smart Phone  
to view  
QR Code.

Photo credits: ©Geanina Bechea/Shutterstock,  
©Yuri Arcurs/Shutterstock, and ©Stephen Coburn/Shutterstock

Revised 09/2011