

# PERFORMANCE COUNTS

Summer 2010



The Newsletter of the Virginia U.S. Senate Productivity and Quality Award Program

## 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?

- *Bob Bowles, Executive Director* 571.215.8881  
[director@spqa-va.org](mailto:director@spqa-va.org)
- *Jo Lin Rohr, Board Chair*  
[chair@spqa-va.org](mailto:chair@spqa-va.org)
- *Mike Novak, Newsletter Editor*  
[editor@spqa-va.org](mailto:editor@spqa-va.org)

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## 2010 SPQA Cycle Nearly Complete!

### *Site Visit Conducted; Final Feedback Report Submitted*

The U.S. Senate Productivity and Quality Award for Virginia program has nearly completed its 2010 cycle.

Three teams of Examiners independently reviewed the application submitted by Hanover County Government, and each team developed its own consensus evaluation.

A Core Team of the three Team Leaders, Assistant Team Leaders, and conducted a "Mega-Consensus" to consolidate the three teams' comments and scores and submit a report to the Panel of Judges. The Panel of

Judges met to review the Core Team's work, and based on the "Mega-Consensus" Scorebook, recommended that Hanover County Government receive a Site Visit.

The Core Team visited Hanover County Government in April, and based on the results of the Site Visit the SPQA Board of Directors, in conference with the Panel of Judges, determined the level of recognition to be received by the applicant.

In June, Hanover County Government was notified of its award level and received a Final

Feedback Report. Members of the Core Team and SPQA Leadership then conducted a face-to-face feedback meeting, and answered Hanover County leaders' questions about the Feedback Report.

Hanover County Government 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 Recognition Announced," below.) ●

## 2010 SPQA Recognition Announced

Early this year, Hanover County Government submitted an application for the U.S. Senate Productivity and Quality Award for Virginia, and was selected to receive the **Certificate for Commitment to Performance Excellence**. Hanover County Government's application was examined by a team of highly skilled and experienced Examiners. Following an independent review by each Examiner, the Team synthesized the independent feedback comments and prepared a comprehensive Feedback Report, which was further reviewed by a Panel of Judges.

The Virginia SPQA Board of

Directors conferred with the Judges Panel on June 4, 2010 and made the determination for the level of recognition.

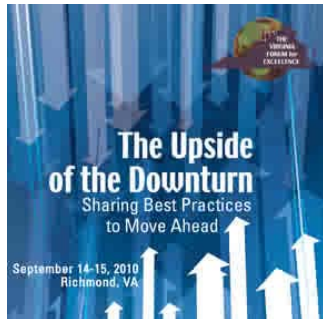
Hanover's application responded to the Malcolm Baldrige National Quality Award Criteria for Performance Excellence, particularly in the context of Hanover's **Mission**: *Provide a superior quality of life that is defined, encouraged and supported by the community itself, where government focuses efficiently and effectively on the general wellbeing, education and safety of the people; and where service delivery is based on sound financial practices; and where growth is managed in creative*

*and innovative ways, and its Vision: Where a family of communities, inspired by its people, tradition, spirit and history, is the foundation for its future.*

Organizations interested in submitting applications should refer to <http://www.spqa-va.org/award.html>. ●

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

## Coming in September... 2010 Virginia Forum for Excellence



Start with one of our pre-Forum Workshops on September 14.

8:00 AM - 11:30 AM **The Dos and Don'ts of Preparing an Award Application**



This half-day workshop, presented by Mr. Jay Fadgen of Lodestar Consulting, focuses on how to conduct a Baldrige Criteria for Performance Excellence self assessment as if applying for the Virginia SPQA Medallion or Baldrige Award. Participants will learn how to focus their assessment and/or award application to properly address each of the seven Baldrige Categories. Individuals will gain an understanding of what is involved on their organization's part and what to expect as their return on investment by fully engaging the Baldrige framework.

8:00 AM - 4:30 PM **An Explorer's Guide to the SPQA Criteria**

A one-day overview, delivered by Dr. Jan Garfield and Dr. George Yacus, of the SPQA Program and a detailed discussion of the content of the Organization Profile and the seven Baldrige Criteria for Performance

Excellence categories.

Exercises as time allows are included with a strong emphasis on the Organizational Profile.



An "Explorer's Guide to the Criteria for Performance Excellence" is Virginia SPQA's one-day version of "The Inquirer's Guide to the Criteria for Performance Excellence."

1:00 PM - 4:30 PM **The Dos and Don'ts of Preparing a Discovery Self-Assessment**

This half-day workshop, presented by Mr. Ken Smith of Strategic Directions, LLC, focuses on how to conduct a Virginia SPQA Discovery Program self assessment based on the Baldrige Criteria for Performance Excellence framework. Participants will learn how to focus their self assessment material within the template provided and gain insights on how the value of this Program can be realized. Individuals will gain an understanding of what is involved on their organization's part and what to expect as their return on investment by participating.

On September 15 please join us for workshops covering the full spectrum of Criteria-related topics. Also, don't miss our keynotes:

8:30 AM - 9:30 AM **Opening Keynote: SPQA – "A Strategy for Improvement"**



**John Fitzgerald, Chief Executive Officer**  
INOVA Fair Oaks Hospital

12:00 PM - 1:15 PM **Keynote Luncheon**



**Larry Potterfield, Chief Executive Officer**  
MidwayUSA

Please join us 2:30 PM - 4:00 PM for the Award Recognition Ceremony to honor our Award recipient and Discovery participants. Desert will be provided.



**Remarks and Presenting.** The Honorable William Bolling, Lieutenant Governor of Virginia



**Master of Ceremony, Mr. Bernie Niemeier, President and Publisher, Virginia Business.**



## Coming Soon! An Inquirer's Guide to the Criteria for Performance Excellence

This Inquirer's Guide to the Criteria for Performance Excellence 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 a Criteria Workshop coming to a location near you. ●

## SPQA Schedule of Events

- September 14-15 – Virginia Forum for Excellence
- October 15 – December 30 – 2011 Examiner Recruitment
- January-February 2011 – Examiner Training
- February-March 2011 – Independent Review
- March 2011 – Consensus Meetings
- April 2011 – Site Visits
- June-July 2011 – Feedback Reports sent; Feedback Meetings with Applicants
- July 2011 – SPQA Forward

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

## The People Who Make SPQA Successful

by Mary Turner

### 2010 SPQA Board of Examiners

The U.S. Senate Productivity and Quality Award in Virginia would not be possible without our dedicated team of Examiners. These hard-working professionals dedicate an average of 115-150 hours each year to review SPQA applications, conduct site visits as necessary, and write detailed feedback reports. Membership in the Virginia SPQA Board of Examiners is a highly prized honor. The Program averages between 70 and 100 Examiner applicants each year. Along with returning Examiners, there are new ones – but all must apply for the year they wish to serve. New applicants are highly encouraged and are paired with more experienced individuals to form each team. Here we recognize the 2010 SPQA Board of Examiners:

- Melissa Anderson
- Allan Bartnik, Team Leader
- Robyn Becker, Team Leader
- Venkata Bodapati
- Terry Burns
- Rebecca Corns
- Beth Dunkelberger
- Elizabeth Eckert, Student Intern
- AnneMarie Ferraro
- Jeanette Gibbs-DeShields
- Lauren Grossman, Student Intern
- Jason Hall, Student Intern
- Oliver Hobbs, Jr.
- Sharon Honaker
- Marcia Hubble
- Marie Hussey
- Jane Keathley, Team Leader
- Michael La Dolcetta
- Chuck Lionberger, Assistant Team Leader
- Katie McCullough
- Mark Mekanik
- Thomas Miles
- Alan Mistal, Assistant Team Leader
- Michael Morris
- Lawrence Omene
- Larry Peck
- Charlotte Ramsey
- Grayson Sless, Assistant Team Leader
- Joseph Turek
- Charles Vernon

- Roxanne White

### 2010 SPQA Panel of Judges

The SPQA Judges are the “calibration” system of the examination process. These highly experienced individuals have served many years as Examiners, and have extensive knowledge of the Criteria for Performance Excellence and the SPQA process. Following Consensus Meetings, the Panel of Judges reviews the comments and scores of the Examiner Teams. At this point in the SPQA process, the purpose of the Judges' review is to determine whether an applicant warrants a Site Visit.

After Site Visit, the Judges review the Examiners' post-Site Visit Scorebooks and prepare a recommendation regarding award level for the SPQA Board of Directors. Here the process also includes ensuring comments provide actionable information to improve applicants' performance; ensuring scores conform to the Scoring Guidelines of the Criteria for Performance Excellence; and ensuring the Scorebooks are ready to be transformed into Final Feedback Reports and submitted to the applicants.

This year's Judges are:

- Doug Borden
- Eric Malloy
- Luis Morales, Lead Judge

### 2010 SPQA Team Mentors

In 2010, having only one application to review had its advantages. It allowed SPQA to employ Senior Examiners in roles other than Team Leader, Assistant Team Leader, and Judge.

This year, Senior Examiners were assigned as Team Mentors. This enabled experienced Examiners, not involved in actually examining applications, to share their knowledge and expertise with their teams. 2010 Team Mentors are:

- Blaine Brecht
- Steve Hoard
- James Neuburger

### 2010 SPQA Board of Editors

Another innovation in 2010 was the assignment of Senior Examiners as Editors for the three original Examiner Teams and to the Core Team. The Editors were responsible primarily for facilitating the development of effective feedback comments, but were also used extensively as advisors on other aspects of the examination process.

The 2010 Editors are:

- Laura Chamberlain
- Ray Griffin
- Mike Novak, Core Team Editor

### 2010 SPQA Scorebook Navigator™ Software Mentor

Scorebook Navigator™ is a web-based system for examining an application for a Baldrige-based award. This year, SPQA was able to pilot this system, with a view to deciding if it should be used in future years.

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™ in other state programs (Mike Novak) 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. ●





## The Performance Corner

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

*This article is submitted by Mike Novak, Editor of "Performance Counts."*

*"Performance Counts" is looking for submissions for the Fall 2010 edition. To be considered, submit your article no later than September 11, 2010 to: editor@spqa-va.org. Please limit submissions to 625 words.*

## "An Effective, Systematic Approach ..." What does that mean ... really?

A quick glance at the Scoring Guidelines of the Malcolm Baldrige National Quality Award Criteria for Performance Excellence (page 68 of the 2009-2010 Business-Nonprofit Criteria), dictates that to achieve maximum credit in any Item, the organization must have "an effective, systematic approach, fully responsive to the multiple requirements of the Item ...."

But what does that mean?

There are really five distinct concepts involved here:

- effective
- systematic
- approach
- fully responsive
- multiple requirements

Of these, four are defined in the Glossary of the Criteria booklet.

"The term 'effective' refers to how well a process or a measure addresses its intended purpose. Determining effectiveness requires (1) the evaluation of how well the process is aligned with the organization's needs and how well the process is deployed, or (2) the evaluation of the outcome of the measure used."

In other words, does the process do what it is supposed to do? For example, does a customer complaint management process really manage – and, presumably, does it resolve and prevent – complaints from customers? Does such a process address the organization's needs regarding customer service? Is it "deployed" appropriately – that is, is the process used by all organizational units for which it is appropriate? Do the results measures associated with the process (for example, number of complaints resolved; number of root causes for complaints identified) indicate that the process is functioning as designed?

"The term 'systematic' refers to approaches that are well ordered, are repeatable, and use data and information so learning is possible. In other words,

approaches are systematic if they build in the opportunity for evaluation, improvement, and sharing, thereby permitting a gain in maturity."

A "well-ordered" process is one that is efficient and that minimizes costs in terms of dollars, time, and effort. A "repeatable" process is one that is performed in the same manner every time (with notable exceptions for different product lines, customer or market segments, or workforce diversity). A process that "uses data and information so learning is possible" is one where data on input, process, and outcome measures are collected, analyzed, and used to improve the process. (Note that "learning" means "process improvement.")

"The term 'approach' refers to the methods used by an organization to address the Baldrige Criteria Item requirements. Approach includes the appropriateness of the methods to the Item requirements and to the organization's operating environment, as well as how effectively the methods are used."

In other words, when the Criteria ask "How do you ...?" the "approach" is the process or method the organization employs to answer that question. For example, where 3.2b(1) asks, "How do you determine customer satisfaction and engagement?" the "approach" is the well-ordered, repeatable set of steps that comprise a way of determining customer satisfaction and engagement.

"The term "multiple requirements" refers to the individual questions Criteria users need to answer within each Area to Address. These questions constitute the details of an Item's requirements."

These individual questions are the "details" of the Criteria.

Answers to these questions provide evidence of the extent to which an organization is adhering to the requirements of the Criteria.

"Fully responsive" is the only one of the five concepts that is not defined in the Glossary. But perhaps that is because its meaning is nearly obvious: How thoroughly does the organization respond to the questions in the Criteria? Is the organization able to describe a step-by-step methodology? Or does the organization merely reword the questions in the Criteria.

So, to put these five concepts together, a mature approach, first of all, does what it is designed to do, and supports the organization's Purpose, Mission, Vision, Strategies, and Plans.

Second, the approach is executed the same way every time, by everyone, and in each organizational unit where it is employed.

Third, the approach is a process – a step-by-step way of meeting the requirements of the Criteria for Performance Excellence.

Fourth, the approach is articulated in a way that completely describes the way the organization performs the particular process.

Finally, the individual questions are answered – either individually, or within the context of the overarching (Basic or Overall) requirements of the Item.

The common theme that runs through most of these five concepts is one of a clearly articulated, step-by-step method of doing something. Another common theme is one of attention to detail – fully responding to the multiple requirements of the Criteria Item. ●