

Achieving World-Class Public Sector Status Thru' ...

# BALDRIGE CRITERIA FOR PERFORMANCE EXCELLENCE

Presented by the original 1988  
Baldrige Board of Examiners  
member and also the 2007 Member  
of the Baldrige Board of Examiners

**April 14-15, 2008 . JW Marriott, Kuala Lumpur**

*"Baldrige Criteria integrates all the key drivers of organisation performance...  
allowing you to manage your organisation as a system instead of a  
collection of individual parts."*

- Baldrige Panel of Judges -

Developed by :



Strategic Partner :



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"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 & Technology, OMI Inc,  
Baldrige Award (Service) Winner 2000

Today, with the growing pressure on government agencies to deliver real outcomes for its citizen, it is essential for Public Sector organisations to become more **ACCOUNTABLE** and **RESPONSIVE** to stakeholders. However, the multiplicity of stakeholders makes it difficult to define a shared vision of 'Performance Excellence.' Regular changes of administration and authorising environment make it arduous to 'maintain constancy of purpose.' Nevertheless, with determination and leadership, Public Sector organisations have constantly been on the look-out to adapt and adopt best practices from public and private sectors to change the culture of state government from one focused on compliance to one focused firmly on results.

The heterogeneity of models, methods and techniques (ISO-9000, EFQM, TQM, Servqual, CPM, Balanced Scorecard,...) illustrates there is no unambiguous way of realising a more qualitative public service.

### HOW THEN CAN PUBLIC SECTOR LEADERS ENGAGE IN THE **RIGHT** PERFORMANCE IMPROVEMENT INITIATIVES IN THE **RIGHT** WAY TO ACHIEVE THE **RIGHT** RESULTS?

#### - THE MALCOLM BALDRIGE AWARD -

...called the "*single most influential document in the modern history of American business,*" it has become **THE BEACON AND BLUEPRINT** for Process Improvement, Quality and Performance Excellence.

#### - THE BALDRIGE CRITERIA -

... built upon 7 intense criteria, is now accepted worldwide as **THE CORNERSTONE** in helping organisations across the world to drive their pursuit to Performance Excellence.

For the last 20 years, in countries around the globe, Public Sector organisations committed to high performance have competed against sophisticated comprehensive criteria for Performance Excellence. Public Sector organisations in many parts of the world have embraced the Baldrige Criteria as a benchmark to gauge their strengths and opportunities for improvement and as a measurement of their overall alignment and integration of key areas of overall performance and process improvement.

IBN International's executive workshop will provide you with a strategic framework that is both **PROCESS-DRIVEN** and **RESULTS-BASED** for continuous improvement. Internationally awarded Baldrige Senior Examiner, **PAUL STEEL**, will help demystify the 7 criteria in Baldrige process for Public Sector organisations in achieving performance excellence.

## *This Result-Oriented Action Learning Masterclass will enable YOU to...*

- ❖ **Gain** insight on how to successfully launch your Public Sector Agency on a journey to world-class excellence
- ❖ **Clearly** understand the Baldrige criteria and its role in achieving world-class excellence
- ❖ **Recognise** proficiency in conducting a Public Sector Baldrige Criteria assessment
- ❖ **Explore** proficiency in conducting a Public Sector Baldrige assessment scoring
- ❖ **Compare** and **Contrast** the advantages of Baldrige Criteria in relation to TQM, Six Sigma and ISO Certification
- ❖ **Unfold** the excellence indicators from Baldrige Award winners
- ❖ **Examine** the performance excellence metrics used by Baldrige Award winners
- ❖ **Review** a best practice model from each of the seven categories of the Baldrige Criteria for Performance Excellence
- ❖ **Integrate** Baldrige Criteria with TQM, ISO and Six Sigma process for achieving excellence
- ❖ **Describe** the benefits of using the Baldrige Criteria to improve organisational performance
- ❖ **Identify** challenges using the Baldrige Criteria
- ❖ **Gain** a greater understanding of Baldrige Criteria core values, concepts and framework
- ❖ **Leverage** the Baldrige system approach to align organisation's strategic goals
- ❖ **Diagnose** the effectiveness of your organisation and devise an improvement plan from the diagnosis
- ❖ **Expand** corrective and preventive action systems into continuous improvement systems

**"The Baldrige Criteria... offers a vehicle for companies, large and small... to examine their own approaches to quality. It offers companies a standard with which to compare their own progress to that of the industry's very best."**

- President Roland Reagan

Why it is crucial?

"The Baldrige Criteria have helped us learn how to align our entire organisation so that we can provide consistent service and quality no matter where a particular customer may be operating, which is required these days in order to survive. Our teams around the world must work in harmony, providing service that is seamless to the customer. Many Baldrige Criteria assessment points relate to how we gather, comprehend and perceive customer needs. The Criteria also help the company focus on methods of communicating internally to meet its customer service challenges."

- Richard Pieranunzi, President, STMicroelectronics-Region Americas,  
Baldrige Award (Manufacturing) Winner 1999

## HOW THIS WORKSHOP WILL BE CONDUCTED

This spectacular and evolving workshop is highly participative in nature. Group exercises and presentations will be very much to the fore. Drawing on international case studies from U.S. Army, City of Auckland, U.S. Department of Energy and some high profiled Asian Government Case Examples, every Baldrige Criteria Category will be demonstrated via live examples, success stories and video sessions. It will provide access to tools, techniques and experiences that are immediately transferable to delegates own organisation that will help strengthen knowledge and expertise. Based on the Seven Criteria for Excellence, this interactive workshop describes the disciplines and tools beyond Total Quality Management to help your organisation move forward towards world-class Performance Excellence.

Register today and receive...

- > Baldrige Criteria for Performance Excellence
- > Baldrige Articulated Scoring Guidelines
- > Baldrige Case Studies
- > Baldrige Comment Writing Guidance Examples
- > Comprehensive Workshop Course Book
- > International Baldrige Criteria Testimonial Video

## Workshop Agenda

Day One

### MODULE 1 LEADERSHIP EXCELLENCE

- ✦ Leadership Orientation
- ✦ Criteria Explanation and Intent
- ✦ Leadership Excellence Indicators from World-Class Organisations
- ✦ Criteria Best Practice Examples – City of Coral Springs, U.S. Army Armament Research, Development and Engineering Center (ARDEC), City of Auckland New Zealand, Department of Energy, North Island Credit Union, Alaska Department of Labor, US Department of Energy
- ✦ Actual Leadership Best Practice Management Process Models (Process Diagrams)

**Video Session: Baldrige Winners Leadership Excellence Examples**

### MODULE 2 STRATEGIC PLANNING EXCELLENCE

- ✦ Strategic Planning Orientation
- ✦ Criteria Explanation and Intent
- ✦ Strategic Planning Excellence Indicators from World-Class Organisations
- ✦ Criteria Best Practice Examples – City of Coral Springs, U.S. Army Armament Research, Development and Engineering Center (ARDEC), City of Auckland New Zealand, Department of Energy, North Island Credit Union, Alaska Department of Labor, US Department of Energy
- ✦ Actual Strategic Planning Best Practice Management Process Models (Process Diagrams)

**Video Session: Baldrige Winners Strategic Planning Excellence Examples**

### MODULE 3 CUSTOMER & MARKET FOCUS EXCELLENCE

- ✦ Customer/Market Focus Orientation
- ✦ Criteria Explanation and Intent
- ✦ Customer and Market Focus Excellence Indicators from World-Class Organisations
- ✦ Criteria Best Practice Examples – City of Coral Springs, U.S. Army Armament Research, Development and Engineering Center (ARDEC), City of Auckland New Zealand, Department of Energy, North Island Credit Union, Alaska Department of Labor, US Department of Energy
- ✦ Actual Customer and Market Focus Best Practice Management Process Models (Process Diagrams)

**Video Session: Baldrige Winners Customer & Market Focus Excellence Examples**

### MODULE 4 MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT EXCELLENCE

- ✦ Measurement, Analysis and Knowledge Management Orientation
- ✦ Criteria Explanation and Intent
- ✦ Measurement, Analysis, and Knowledge Management Excellence Indicators from World-Class Organizations
- ✦ Criteria Best Practice Examples – City of Coral Springs, U.S. Army Armament Research, Development and Engineering Center (ARDEC), City of Auckland New Zealand, Department of Energy, North Island Credit Union, Alaska Department of Labor, US Department of Energy
- ✦ Actual Measurement, Analysis, and Knowledge Management Best Practice Management Process Models (Process Diagrams)

**Video Session: Baldrige Winners Measurement, Analysis and Knowledge Excellence Examples**

### MODULE 5 APPROACH / DEPLOYMENT ASSESSMENT INTRODUCTORY

**Case Study Exercise: Baldrige Process Assessment and Scoring**

### MODULE 6 WORKFORCE FOCUS EXCELLENCE

- ✦ Workforce Focus Orientation
- ✦ Criteria Explanation and Intent
- ✦ Workforce Management Excellence Indicators from World-Class Organisations
- ✦ Criteria Best Practice Examples – City of Coral Springs, U.S. Army Research, Development and Engineering Center (ARDEC), City of Auckland New Zealand, Department of Energy, North Island Credit Union, Alaska Department of Labor, US Department of Energy
- ✦ Actual Workforce Focus Best Practice Management Process Models (Process Diagrams)

**Video Session: Baldrige Winners Workforce Focus Excellence Examples**

### MODULE 7 PROCESS MANAGEMENT EXCELLENCE PROCESS MANAGEMENT ORIENTATION

- ✦ Criteria Explanation and Intent
- ✦ Process Management Excellence Indicators from World-Class Organisations
- ✦ Criteria Best Practice Examples – City of Coral Springs, U.S. Army Armament Research, Development and Engineering Center (ARDEC), City of Auckland New Zealand, Department of Energy, North Island Credit Union, Alaska Department of Labor, US Department of Energy
- ✦ Actual Process Management Best Practice Management Process Models (Process Diagrams)

**Video Session: Baldrige Winners Process Management Excellence Examples**

### MODULE 8 BUSINESS RESULTS EXCELLENCE

- ✦ Business Results Orientation
- ✦ Criteria Explanation and Intent
- ✦ Business Results Excellence Indicators from World-Class Organisations
- ✦ Criteria Best Practice Examples – City of Coral Springs, U.S. Army Armament Research, Development and Engineering Center (ARDEC), City of Auckland New Zealand, Department of Energy, North Island Credit Union, Alaska Department of Labor, US Department of Energy

**Video Session: Baldrige Winners Business Results Excellence Examples**

### MODULE 9 BUSINESS RESULTS ASSESSMENT

**Case Study Exercise: Baldrige Results Assessment and Scoring**

### MODULE 10 BALDRIGE PERFORMANCE METRICS ACCESS

- ✦ Product and Service Outcomes
- ✦ Customer-Focused Results
- ✦ Financial and Market Results
- ✦ Workforce Results
- ✦ Organisational Effectiveness Results
- ✦ Leadership and Social Responsibility Results

### MODULE 11 HOW TO GET STARTED AND WHAT TO DO TO EFFECTIVELY USE BALDRIGE EDUCATION CRITERIA TO ACHIEVE WORLD-CLASS EXCELLENCE IN YOUR ORGANISATION

- ✦ What you have to do to get started
- ✦ How to manage the project to enable achievement of performance excellence
- ✦ Resource requirements

### TO SUM IT ALL UP

- ✦ Develop an "Action Plan" to Connect the Classroom Learning to Your Current Quality Initiatives
- ✦ Assign Responsibilities
- ✦ Identify Through a Baldrige Assessment Process IMPROVEMENT Opportunities in Your Organisation That Can Best Be Effectively addressed Using the Baldrige Assessment Feedback and the Best Practice Management Models
- ✦ Receive an Electronic Copy of All Business Best Practice Management Models to Guide Your Organisation to World-Class Performance Excellence
- ✦ Receive an Electronic Copy of All Business Performance Metrics Used by Excellent Organisations to Achieve World-Class Performance Excellence
- ✦ Develop an Improvement Action Plan Based on the Baldrige Criteria

**"...We must become highly attuned to the needs and expectations of the public - our clients."**

**- YAB Dato' Sri Mohd Najib Tun Abdul Razak  
Deputy Prime Minister of Malaysia**

Day Two

**"The Baldrige Criteria are essential in our international competition. Global success does not happen because we put up a sign that says Ritz-Carlton. It happens because we have processes that are transferable to other countries. And, those processes came because we followed the Baldrige Criteria. The Baldrige Criteria can be applied anywhere in the world, once you respect cultural differences."**

- Horst Schulze, President & COO, The Ritz-Carlton Hotel Company,  
Baldrige Award (Service) Winner 1999



**Paul Steel** is a world renowned Baldrige Trainer, Consultant, Examiner and Assessor. He has more than 25 years of application, management, education and consulting experience in the organisational excellence field. He is the developer of the Baldrige Excellence Templates Software and Baldrige Best Practices on key management and operational processes included in Baldrige Criteria for major Asian, Australasian and European Award processes. Thousands of organisations worldwide use TQI's Baldrige products and services to spearhead their performance excellence initiatives.

External to Baldrige, he has assessed hundreds of organisations using the Baldrige Criteria and has led/participated in over 130 actual/internal mock site validation visits. He has trained more than 12, 600 individuals, including hundreds of Performance Excellence Examiners worldwide and has worked in more than 30 countries. He has led Baldrige improvement projects for healthcare, public sector, education, service, manufacturing and smaller organisations.

He has facilitated the Baldrige Board of Examiners Assessment training for National Institute of Standards and Technology (NIST) and has trained national and/or State Examiners each year since 1991 as well as thousands of internal assessors for organisations worldwide. He had facilitated the 'Executive Achieving Excellence' which has been attended by hundreds of CEOs from around the world for the past three years. Paul has contributed for five years to Telkom Indonesia which won the first Indonesian Quality Award 2006. He is an Indonesian Ministry of State-Owned Companies-authorized Baldrige consultant. Meanwhile, in Malaysia, he has trained the national Examiners and Judges for the Prime Minister's Quality Award.

Paul has served as a Washington State Quality Award (WSQA) Judge/Board of Directors Member for 12 years. He is on the KPMG Technical Advisory Committee and served as a Fortune Magazine Best Practices Awards Judge. He is a Senior Member of ASQ and SME and he holds Masters Degrees in Business and Engineering and is an Adjunct Professor of Process Management in a leading university in the USA. He is instrumental advisor to the annual Singapore Quality Award. He facilitated Baldrige Board of Examiners training for National Institute of Standard and Technology (NIST) and has trained national State Examiners since 1991. Paul also has conducted Executive Achieving Excellence seminars which have been attended by more than 700 CEOs worldwide since 2002.

His international consulting experience spans across 30 countries which includes over 200 consulting assignments in Europe, Asia-Pacific, the Middle East, Australasian and the South America. Paul's illustrious clients list include **IBM, Tata Steel, Bahrain Telecommunications, Xerox Europe, Telecom New Zealand, Ricoh Japan, Microsoft, Intel, Kodak, Ford** and **American Express**. He was the only external consultant Xerox of Europe used to prepare them in winning the European Quality Award and he is the only American to be lead consultant to a European Quality Award winner.

# The Maestro



Enhancing Competitiveness Conference  
June 2006, Kuala Lumpur



Asian Productivity Organisation (APO)  
Seminar, November 2006, Kuala Lumpur



Malaysian Prime Minister's Quality Award  
Ceremony, 28 November 2006,  
Kuala Lumpur



Malaysian Prime Minister's Award  
National Examiner Training,  
June 2006, Kuala Lumpur



Telekom Malaysia Self-Assessment  
Training Class, November 2006,  
Kuala Lumpur



"Sharing From Expert" Symposium,  
March 2007, Jakarta



NPC Judges Process  
Training, November 2006,  
Kuala Lumpur



Baldrige Criteria for  
Performance Excellence  
Seminar, June 2005,  
Kuala Lumpur



Malaysian Prime Minister's  
Planning Group, June 2006,  
Kuala Lumpur

## Partial Client List

Premier Inc . University of Wisconsin . Xerox . Solectron . Weyerhaeuser . Verizon . Bank of America . Alfa Romeo . GlaxoSmith Kline . HP . Unilever  
JP Morgan Chase . Bank of Montreal . Coca-Cola . Infosys . Raytheon . Accenture . Cargill . KPMG . Inland Revenue Service NZ . Qantas . Kodak  
Abbott Laboratories . TV Azteca . Petrobras Brazil . Epson . Lockheed Martin . Suzuki . Delhi Power Limited . China Certification Center . Thailand  
Polyester Limited . Ricoh . Saudi Aramco . AT&T . Telecom New Zealand . Charles Schwab . Motorola . Schlumberger . Bechtel . Textron . Halliburton  
Pacific Gas and Electric . Adidas . Boeing . Siemens . Bell Helicopter . Air New Zealand . General Motors . Reynolds . US Steel . Cessna Aircraft  
Hong Leong Management . Kinetics . Kuwait Financing Services . Chevron Australia . Lion Breweries . ANZ Banking Group . Fiat . BHP Steel . BAE  
Systems . TATA Steel . Oracle . Tourism Industry Ass . New Zealand . Alcatel . PepsiCo . Federal Express . NASA . NEC Europe . US Department of  
Education . Texaco . Rolls Royce . Cadbury Schweppes India . Refineries Panama . Nanyang University Singapore . Compaq Computer . Ernst  
& Young . 3M . Fujitsu . Aetna . Renault . Sears . Bayer . Bristol-Myers Squibb . Honeywell . Ford Motor Company . Petrozuata . Lloyds UK . Grundfos  
Pumps . Dun & Bradstreet . Pfizer . Maharaj Hospital India . Seven-Eleven . Sony . AMD Microprocessors . UiTM Malaysia . Phillips . Isuzu . Novell  
Dow Corning . ST Engineering . Medtronics . United Engineering . TetraPac . Canon . Minnesota Supreme Court . Marconi . DHL International  
Johnson & Johnson . TNB Distributions . Ericsson . U.S Army Space and Missile Defense . Kump. Perubatan Johor Malaysia . Seagate . Adobe  
Ozone Pharmaceuticals . Baxter Healthcare . CELCOM . New York Cabinet of Finance . Sara Lee . American Express . U.S Navy Drug Screening  
Lab . Gap International . Pertamina Indonesia . TELKOM Indonesia . National Productivity Centre Malaysia . Harvard . Wachovia Bank . Business  
Week . Tyco Express . Taj Group of Hotels India . Standard Chartered Hong Kong . Fidelity Investments . BNI Indonesia . Pirelli Brasil

for detailed client list: <http://baldrige21.com/Baldrige%20Services%20and%20Products%20Users.html>

**"...One of the greatest benefits of applying (Baldrige Criteria) 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 recognise that the opportunities for improvement identified through third party feedback can be implemented... We experienced 72% growth since 1998 and a 73% reduction in customer complaints."**

- David C. Branch, President, Branch-Smith Printing Division,  
Baldrige Award (Small Business) Winner 2002