

Applying for WSQA:

Strategies for Using the Baldrige
Criteria and Developing a WSQA
Application

Beth Worthington
Curt Bisby

Agenda

- WSQA Overview
- How Dri-Eaz Has Used the Baldrige Criteria and WSQA to Improve Business Excellence
- Applying for the WSQA – Award and Assessment
- Preparing a WSQA Application and Preparing for a Site Visit

What is WSQA

- Created by State law to:
 - Promote excellence
 - Recognize achievement
 - Educate and train
- Patterned after Baldrige National Quality Award
- Presented annually by the Governor
- Awarded to private, public and not-for-profit organizations

Funding

- WSQA is a 501(c)(3) non profit organization supported by
- Corporate donations
 - Individual memberships
 - Workshop , collaboratives and conference fees
 - Many volunteer hours



Award Recognition Levels

- **Commitment Level** – Organizations recognized at this level have begun applying performance excellence principles.
- **Achievement Level** – Organizations recognized at this level have demonstrated commitment and have systematic approaches.
- **Leadership Level** – Organizations recognized at this level have made significant progress towards excellence.
- **Excellence Level** – Organizations at this level have direction, alignment, improvement, measurement and results.



WSQA Recognitions

- 2003: Derivative Airplane Program – Leadership
Kent Public Works – Achievement
Richland School District - Commitment
- 2002: Dri-Eaz Products, Inc. – Achievement
Providence Centralia Hospital – Achievement
Schweitzer Engineering Laboratories, Inc. – Achievement
- 2001: NAVSEA Keyport - Leadership
Dri-Eaz Products, Inc. - Achievement
- 2000: Korry Electronics - Winner
Motoring Services Auto Repair, Inc. - Winner
Washington State Health Care Financing Authority -
Certificate of Merit

How Dri-Eaz Has Used the Baldrige Criteria and WSQA to Improve Business Excellence

Curt Bisby

Baldrige Driven Changes at Dri-Eaz

Dri-Eaz has used the Baldrige Criteria to focus and improve business excellence in 3 critical areas:

- Strategic Planning and Deployment
- Development of Performance Measures
- Creating a Quality Management System

Strategic Planning and Deployment

Process strengthened in 5 areas:

- Defined Stakeholders
- Identified Vision, Mission, Values
- Strategic Initiatives defined
- Formalized Strategic Planning Process created
- Strategic Scorecard to link strategies and actions

Dri-Eaz Stakeholders

- Identified Key Requirements of all 6 of our stakeholder groups:
 - Owner
 - Associates
 - Customers
 - Sales Partners
 - Suppliers
 - Community

Vision, Mission, Core Values

VISION:

Dri-Eaz is a model of business excellence with sustained market leadership.

MISSION:

Delivering the best commercial products and solutions for building and restorative drying.

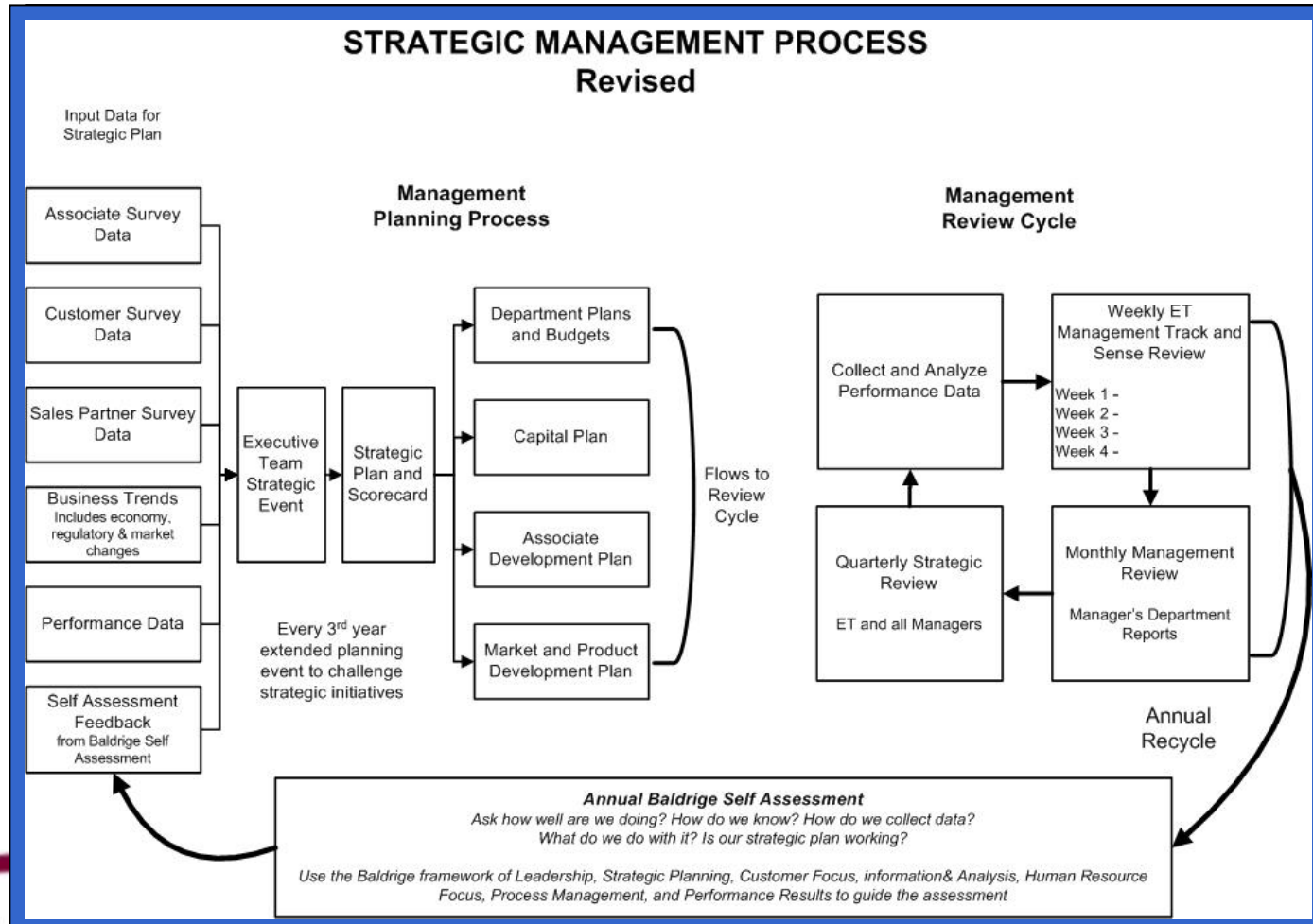
CORE VALUES:

Integrity - Valuing Behavior - Teamwork –
Leadership - Quality

Dri-Eaz Strategic Initiatives

- Dri-Eaz is a Quality Centered Organization.
- Dri-Eaz is the Global Leader in Building and Restorative Drying Products and Solutions.

Dri-Eaz Strategic Planning Process



Dri-Eaz Strategic Planning Process

Business Strategy: Improve Product Quality Performance					Measure: 99% Field Acceptable units		Result:			
Functional Strategy: Standardize Processes per ISO					Measure: Less Than 1 Finding per ISO Audit		Owner: Curt Bisby		Result:	
Department	Owner	Department Action	Measurement	Target	Q3 2004	Q4 2004				
Quality	Curt Bisby	Develop Robust Internal Audit and Corrective Action Process	Timely Completion of Internal Audits	Complete 2005 internal audit cycle on schedule.						
Industrial Production	Steve Henkel	Create and Maintain SOPS	First Pass Quality	Positive Trend						
ADT	Darlene Mindrum	Assure That All Associate Training Information in Softscape is Consistent With Company Training Matrix and ISO Documentation.	Completion of Activity	Complete by 1st Quarter 2005						
ADT	Darlene Mindrum	Develop and Deliver Training Curriculum to Support Associate Competencies and Softscape Development Wizard.	Completion of Activity	Complete by 1st Quarter 2005						
Quality	Curt Bisby	Improve Awareness and Use of Sharepoint Document Management System.	Internal Survey Results	4.0+/5.0 on Internal Customer Survey						
Functional Strategy: Improve Supplier Performance					Measure: 100% Bronze Rating + By 2006		Owner: Curt Bisby		Result:	
Department	Owner	Department Action	Measurement	Target	Q3 2004	Q4 2004				
Industrial Production	Steve Henkel	Transfer Scheduling Responsibilities to Industrial Production	Product Availability	Positive Trend						
Purchasing	Gary Anderson	Address Key Issues and Improve Quality/Delivery of Incoming Shipments	Quantity of Corrective Requests from Preceding Year	10% Reduction (vol. adjusted)						
Purchasing	Gary Anderson	Conduct Site Visits with Key Vendors During The Course of The Year to Review /Audit Non-Conformities	Quantity of Corrective Requests from Preceding Year	10% Reduction (vol. adjusted)						
Purchasing	Gary Anderson	Secure Necessary Documentation to Complete Qualification of All Dri-Eaz Suppliers (Certificates of Insurance, Qualification Surveys, etc.)	All Supplier Qualification Documentation is in Place	100% Required Data in Place						
Purchasing	Gary Anderson	Identify and Develop Alternative Sources of Supply for Key Components	# of Alternate Suppliers For Motors, Coils, Metal Details, Wireforming	1 Each by End of 2005						
Functional Strategy: Improve Associate Retention					Measure: 90% Annual Retention		Owner: Sheila Kenny		Result:	
Department	Owner	Department Action	Measurement	Target	Q3 2004	Q4 2004				
Industrial Production	Steve Henkel	Analyze Root Cause(s) and Implement Plan to Increase Retention in Plastics	Department Retention	Positive Trend						
Human Resource	Sheila Kenny	Implement a Formal Retentionship Program to Help Focus On and Prevent Issues That Cause People to Leave, and Improve Associate Productivity	Annual Retention Rate	90%+						
Human Resource	Sheila Kenny	Determine Interviewing and Hiring Efficiency and Measure the Financial Efficiency of The Recruiting Process	Time To Fill Vacant Position, Cost/Hire, Ratio Interview s/Offers							
Human Resource	Sheila Kenny	Develop Flexible Benefits and Schedules; Eliminate the One-Size-Fits-All Approach to Benefits	EOS Pay Satisfaction Dimension Profile Score	70% Favorable						

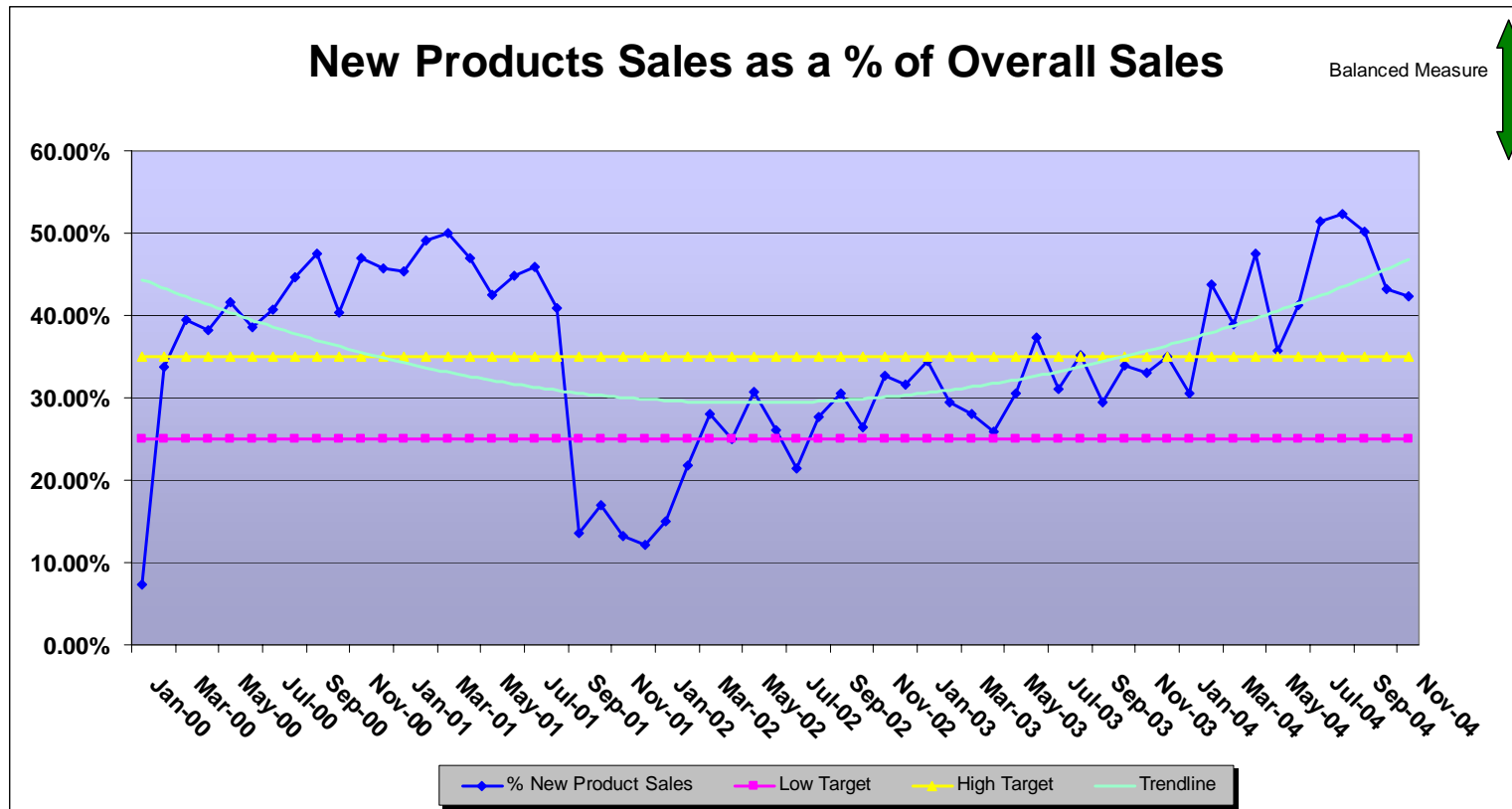
Performance Measurement

- Customer
- Product and Service
- Financial and Market
- Human Resources
- Organizational Effectiveness
- Governance and Social Responsibility

Performance Measurement

Measures	Hyperlinks	Jan-04	Feb-04	Mar-04	Q1	Apr-04	May-04
7.1 Customer-Focused Results							
Customer Satisfaction*	Chart 1 Key Data				Excellent		
Sales Partner Satisfaction** (July)	Chart 2 Key Data						
7.2 Product and Service Results							
Cost of Quality	Chart 3 Key Data	Excellent	Good	Unacceptable	Good	Acceptable	Acceptable
Acceptable Deliveries	Chart 4 Key Data	Acceptable	Unacceptable	Acceptable	Acceptable	Unacceptable	Good
Product Availability	Chart 5 Key Data	Excellent	Excellent	Excellent	Excellent	Excellent	Good
7.3 Financial and Market Results							
Sales (1,000)	Chart 6 Key Data						
Sales Growth	Chart 7 Key Data	Excellent	Acceptable	Unacceptable	Unacceptable	Unacceptable	Unacceptable
New Product Sales	Chart 8 Key Data	Excellent	Acceptable	Good	Good	Unacceptable	Good
Pre-Tax Profit	Chart 9 Key Data	Excellent	Excellent	Excellent	Excellent	Excellent	Good
Market Share - Restoration** (May)	Chart 10 Key Data						
7.4 Human Resource Results							
OSHA Reportable Rate - Rolling Year	Chart 11 Key Data	Unacceptable	Acceptable	Excellent	Excellent	Excellent	Excellent
Retention - Rolling Year %	Chart 12 Key Data	Unacceptable	Unacceptable	Unacceptable	Unacceptable	Unacceptable	Unacceptable
Profit Sharing - YTD	Chart 13 Key Data	Excellent	Excellent	Excellent	Excellent	Excellent	Excellent
Employee Opinion Survey**	Chart 14 Key Data						
Productivity	Chart 15 Key Data	Excellent	Good	Unacceptable	Good	Unacceptable	Unacceptable
7.5 Organizational Effectiveness Results							
Inventory Accuracy	Chart 16 Key Data	Good	Good	Excellent	Excellent	Good	Excellent
Inventory Turns	Chart 17 Key Data	Unacceptable	Good	Unacceptable	Acceptable	Unacceptable	Unacceptable
Strategic Scorecard Results*	Chart 18 Key Data						
Supplier Scorecard Results*	Chart 19 Key Data				Unacceptable		
7.6 Governance & Social Resp. Results							
Donations Dollars (includes hours)	Chart 20 Key Data	Unacceptable	Acceptable	Good	Acceptable	Good	Excellent
Ext. Audit Results (ISO) (Twice a year)	Chart 21 Key Data						
Ext. Audit Results (Moss Adams)** (March/April)	Chart 22 Key Data						
Ext. Audit Results (UL)*	Chart 23 Key Data				Excellent		

Performance Measurement



Quality Management System

- ISO - a template for documenting internal processes
- Tools for continuous improvement
- Supply Chain Management

Baldrige Vs. ISO 9001 Comparison

Baldrige Criteria 	ISO 9001:2000 
1.0 Leadership	5.0 Management Responsibility
2.0 Strategic Thinking	5.0 Management Responsibility
3.0 Customer and Market Focus	5.0 Management Responsibility 8.0 Measurement, Analysis and Improvement
4.0 Information and Analysis	8.0 Measurement, Analysis and Improvement
5.0 Human Resource Management	6.0 Resource Management
6.0 Process Management	4.0 Quality Management 7.0 Product Realization
7.0 Business Results	8.0 Measurement, Analysis and Improvement

Tools for Continuous Improvement

- Created Associate Development and Training Department
- Defined “core-curriculum” and minimum training requirements for all company positions
- Deployed our Associate Development Program - Softscape
- Developed process for defining and developing new training
- Committed to 8 hours/assoc. of Quality/Baldrige training in 2004

Supply Chain Management

- Created Approved Supplier List
- Established Minimum Criteria for all Dri-Eaz suppliers
- Developed standard Contractual and Quality requirements
- Supplier Report Card established

Applying for the WSQA – Award and Assessment

Beth Worthington

Applicant's View Award Process

- Read Criteria and begin preparing.
- Submit Eligibility Form.
- Prepare Application & Submit.
- WAIT.
- Possible Site Visit.
- Receive Feedback.

Application Levels

- Assessment Application
 - Anytime. Feedback ~ 6 weeks from submittal.
 - Written and Evaluated at Category Level
 - 5 page Organizational Profile
 - 10 – 15 page Application
 - Certificate
- Full Examination Application
 - Annual cycle. Application due end of November. Feedback in April. Executive Briefing in May.
 - Full Baldrige Performance Excellence Criteria
 - 5 page Organizational Profile
 - 50 page Application
 - Four Levels Recognition

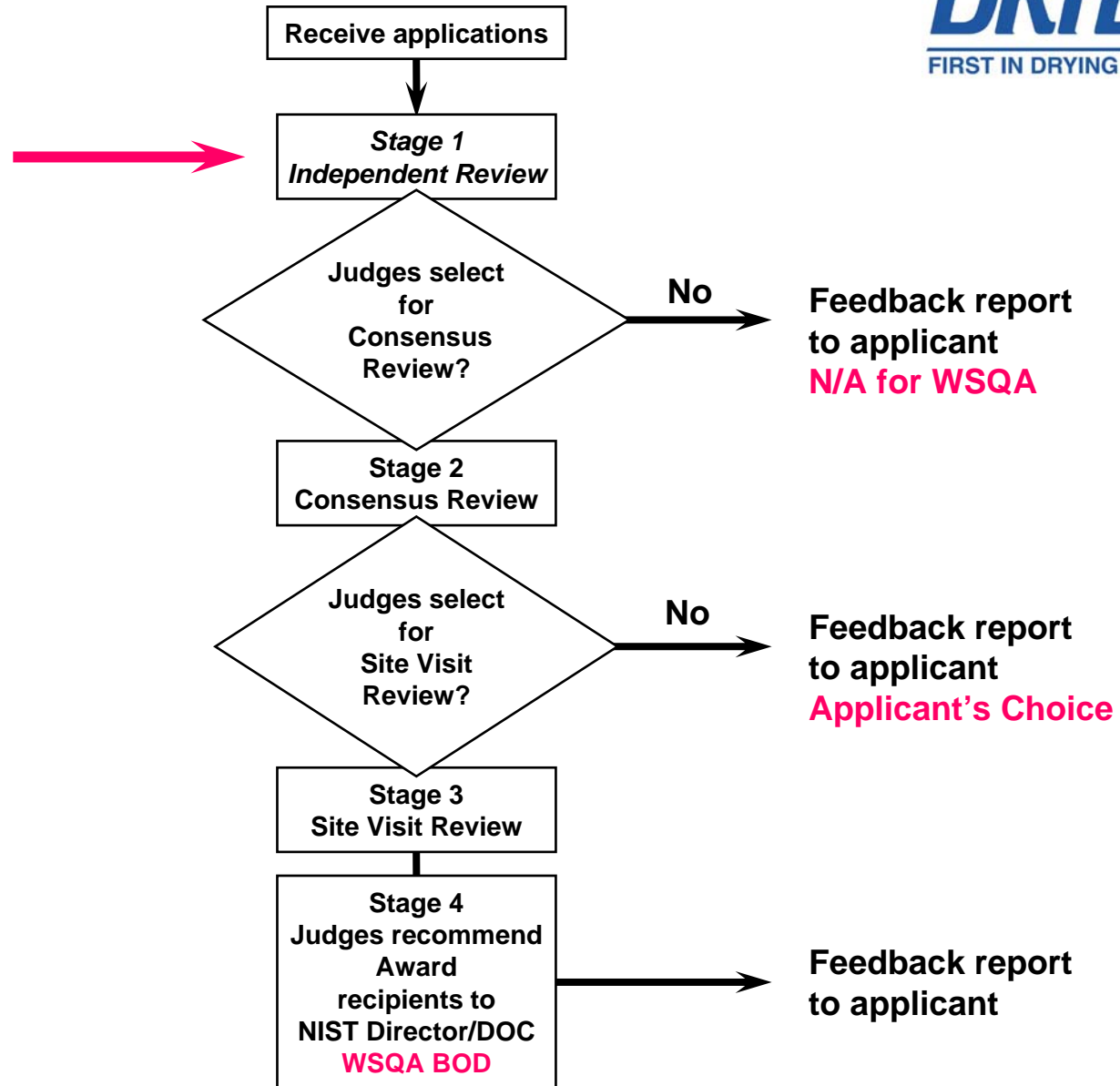
Assessment Criteria

- One-page version of criteria
- Covers all seven categories
- Overall item requirements
- Use Entire Performance Criteria for understanding

Assessment Process

- 1) Assign/recruit Examiners. Outcome: 1-3 Examiners Selected.
- 2) Distribute materials to selected Examiners. Outcome: Start assessment.
- 3) Individually Assess application. Outcome: 1-3 category summary sheets 6-10 comments each category with score.
- 4) Combine individual assessments. Outcome: Single set of category summary sheets 6-10 comments each category with scoring range.
- 5) Recognition decision by Judge not involved in assessment. Outcome: Determine yes or no certificate.
- 6) Produce feedback report. Outcome: professional report sent to applicant.

Full Examination Process



Micro View of Examination

- Key Factors
- Application
- Criteria
- Scoring Guidelines

Importance of Organizational Profile

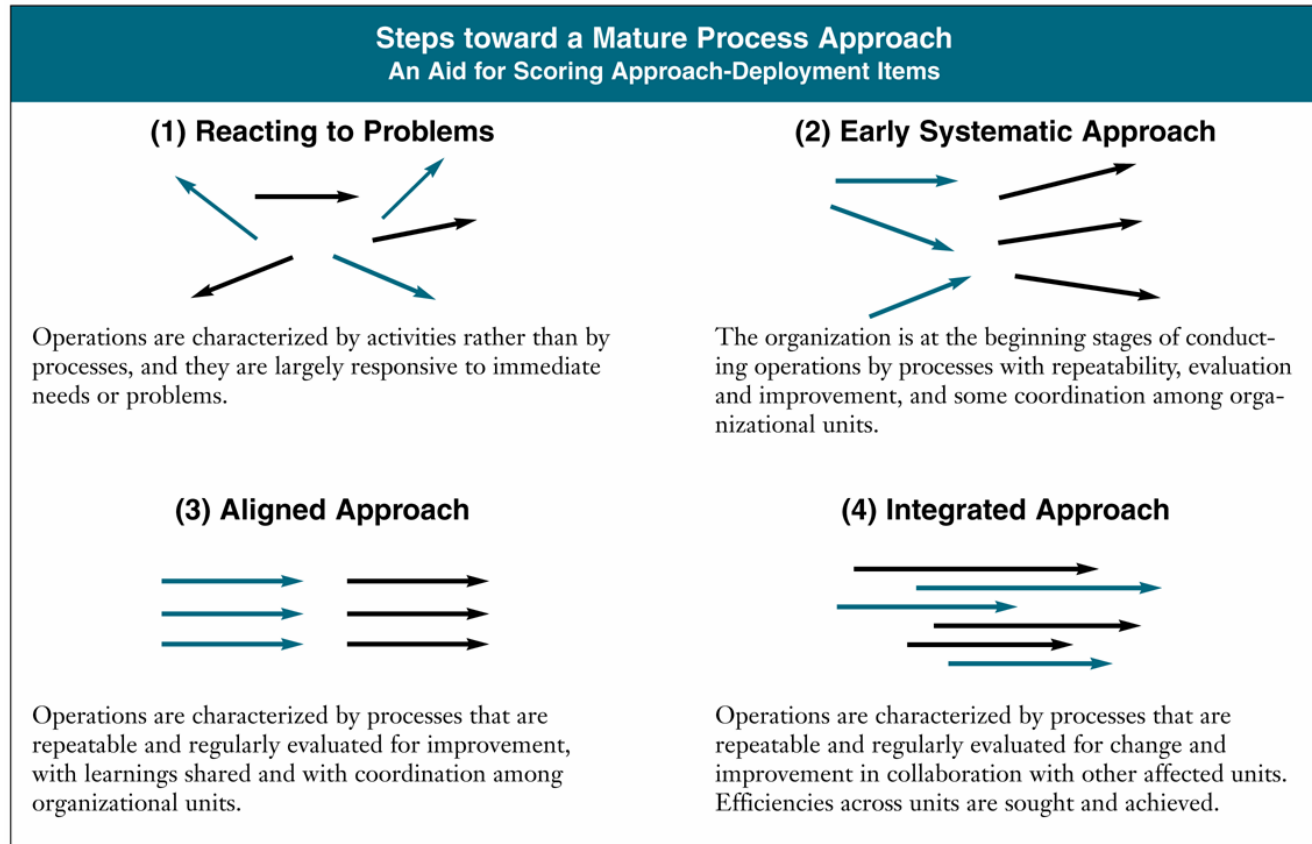
From the Org. Profile:

- What are your organization's main **products and services**?
- What are your **key customer groups** and market segments?
- What are their key **requirements and expectations** for **your products and services**?

From Item 3.1a(2):

- How do you listen and learn to determine **key customer requirements and expectations** (including **product and service** features) and their relative importance to customers' purchasing decisions?

Mature Process



Scoring Guidelines

- Increasing maturity
- System/Process
 - Approach
 - Deployment
 - Learning
 - Integration
- Results
 - Levels
 - Trends
 - Comparisons
 - Linkages

Consider Being Examiner

- Receive in-depth understanding of the Nationally recognized performance excellence standard
- One of the best learning and growth experiences available – tremendous resume builder
- Past Examiners have said
 - "I have really enjoyed my experience I've had with WSQA. I've learned a lot about evaluating our application, how to probe and how to work with the company being visited. This is a great program."
 - "We had a great team and an effective leader. I learned a lot! The site visit gave me a much better understanding of Baldrige and how I can use it to improve my own organization."
 - "The experience looking at a system holistically... using objective, non-prescriptive criteria is inspiring and valuable to me."

Preparing a WSQA Application and Preparing for a Site Visit

Curt Bisby

Dri-Eaz' WSQA Application Process

- Established a project schedule
- We got help
- Trained all of the organization on the criteria
- Formed teams based on each section of the criteria
- Edit Team formed to prepare final application

WSQA Application Timeline

ID	Task Name	Duration	Start	Finish	2004														
					February			March			April			May			June		
					B	M	E	B	M	E	B	M	E	B	M	E	B	M	E
1	Identify Category Teams for Application Process	20 days	Mon 2/2/04	Fri 2/27/04	[Gantt bar from Feb 2 to Feb 27]														
2	Identify 6 Category Teams	5 days	Mon 2/2/04	Fri 2/6/04	[Gantt bar from Feb 2 to Feb 6]														
3	Identify Results (Section 7) Team	16 days	Fri 2/6/04	Fri 2/27/04	[Gantt bar from Feb 6 to Feb 27]														
4	Identify EditTeam	16 days	Fri 2/6/04	Fri 2/27/04	[Gantt bar from Feb 6 to Feb 27]														
5	ET acts as Organizational Profile Team	16 days	Fri 2/6/04	Fri 2/27/04	[Gantt bar from Feb 6 to Feb 27]														
6																			
7	Application Design Work	18 days	Fri 2/6/04	Tue 3/2/04	[Gantt bar from Feb 6 to Mar 2]														
8	Roles and Responsibilities as defined by ET	12 days	Fri 2/6/04	Mon 2/23/04	[Gantt bar from Feb 6 to Feb 23]														
9	Consultant Meeting with Dri-Eaz Baldrige Examiners	1 day	Tue 2/24/04	Tue 2/24/04	[Gantt bar on Feb 24]														
10	Identify key components for each Baldrige Category	5 days	Wed 2/25/04	Tue 3/2/04	[Gantt bar from Feb 25 to Mar 2]														
11	Create Template for Data Gathering	5 days	Wed 2/25/04	Tue 3/2/04	[Gantt bar from Feb 25 to Mar 2]														
12																			
13	Category Team Education	31 days	Tue 3/2/04	Tue 4/13/04	[Gantt bar from Mar 2 to Apr 13]														
14	Kickoff Meeting and Training	1 day	Tue 3/2/04	Tue 3/2/04	[Gantt bar on Mar 2]														
15	Followup Meeting and Training	1 day	Tue 4/13/04	Tue 4/13/04	[Gantt bar on Apr 13]														
16																			
17	Organizational Profile	35 days	Mon 5/3/04	Fri 6/18/04	[Gantt bar from May 3 to Jun 18]														
18	ET review of information collected by teams	15 days	Mon 5/3/04	Fri 5/21/04	[Gantt bar from May 3 to May 21]														
19	Draft Organizational Profile	20 days	Mon 5/24/04	Fri 6/18/04	[Gantt bar from May 24 to Jun 18]														
20																			
21	Preparation of Application	131 days	Mon 5/3/04	Mon 11/1/04	[Gantt bar from May 3 to Nov 1]														
22	Category Teams draft each category	40 days	Mon 5/3/04	Fri 6/25/04	[Gantt bar from May 3 to Jun 25]														
23	ET prepares final draft of Organizational Profile	15 days	Mon 6/21/04	Fri 7/9/04	[Gantt bar from Jun 21 to Jul 9]														
24	Prepare Organizational Results	26 days	Fri 6/4/04	Fri 7/9/04	[Gantt bar from Jun 4 to Jul 9]														
25	Edit Team reviews and edits application	14 days	Mon 7/12/04	Thu 7/29/04	[Gantt bar from Jul 12 to Jul 29]														
26	External evaluation by Ewing and Assoc.	20 days	Mon 8/2/04	Fri 8/27/04	[Gantt bar from Aug 2 to Aug 27]														
27	Rewrite and Final edit	30 days	Mon 8/30/04	Fri 10/8/04	[Gantt bar from Aug 30 to Oct 8]														
28	ET Final Review	15 days	Mon 10/11/04	Fri 10/29/04	[Gantt bar from Oct 11 to Oct 29]														
29	Submit Final Application	1 day	Mon 11/1/04	Mon 11/1/04	[Gantt bar on Nov 1]														
30																			
31	Communication Plan	191 days	Fri 2/6/04	Fri 10/29/04	[Gantt bar from Feb 6 to Oct 29]														
32	ET Acceptance of Plan	1 day	Fri 2/6/04	Fri 2/6/04	[Gantt bar on Feb 6]														
33	Sponsors communicate plan and team structure	1 day	Mon 2/9/04	Mon 2/9/04	[Gantt bar on Feb 9]														
34	ET communicates plan to managers	1 day	Tue 2/10/04	Tue 2/10/04	[Gantt bar on Feb 10]														
35	Managers communicate plan to staff	9 days	Tue 2/10/04	Fri 2/20/04	[Gantt bar from Feb 10 to Feb 20]														
36	Sponsor/Leader contact Team Members	9 days	Tue 2/10/04	Fri 2/20/04	[Gantt bar from Feb 10 to Feb 20]														
37	Category Teams share results at Company Meetings	44 days	Tue 6/1/04	Fri 7/30/04	[Gantt bar from Jun 1 to Jul 30]														
38	Results of final application shared at Company Meeting	40 days	Mon 9/6/04	Fri 10/29/04	[Gantt bar from Sep 6 to Oct 29]														

Application Teams Roster

WSQA 2004 TEAMS

Leadership & Organizational Profile

- Sponsor = Bill Bruders
- Lead = Bill Bruders
 - John Ormsby
 - Curt Bisby
 - Matt Miller
 - Terry Brennan
 - Donna Segarra
 - TBA (Director of Finance)

Strategic Planning

- Sponsor= John Ormsby/Curt Bisby
- Lead = Steve Fane
 - Malcolm Wallace
 - Jennifer Ranz
 - Mike Powell
 - Sherry May Ilagan
 - Mike Newby – off site
 - TBA - New Product Manager

Customer & Market Focus

- Sponsor= John Ormsby
- Lead = Marcia Neu
 - Kyle Anderson
 - Brandon Burton
 - Anna Jaderlund
 - Maureen Hensiek
 - Darren Hudema
 - Jill Thomas
 - Richard Barnes – off site

Measurement, Analysis & Knowledge Management

- Sponsor= Matt Miller
- Lead = Tom Kingman
 - Sean Aldrich
 - Vance Rider
 - Zlatko Hadrovic
 - Gary Lambert
 - Alana Nelson
 - Steve Klein

Human Resource Focus

- Sponsor= Bill Bruders
- Lead = Sheila Kenny
 - Sarah Reid – off site
 - Erin Greene
 - Maria Lyman
 - Brian Soderman
 - Saul Pedraza
 - Scott Hackworth
 - Rockie Eggebrecht

Process Management

- Sponsor= Curt Bisby
- Lead = Steve Henkel
 - David Slabaugh
 - Gary Anderson
 - Raymond Samuel
 - Julie Rockafellow
 - Noreen Hall
 - Debbie Missiaen
 - Kurt Eells
 - Luis Quevedo

Business Results

- Sponsor= Matt Miller
- Lead = Darlene Mindrum
 - Bonnie Yeager
 - Jim Myers
 - Gabby Blackburn
 - Doug Poike
 - Jessica Telan
 - TBA - Financial Analyst

Edit Team

- Sponsor= John Ormsby
- Lead = Marcia Neu
 - Michelle Ramlow - charts
 - Catherin Nordmark - text
 - Josh Gates
 - Jennifer Ranz

Dri-Eaz' WSQA Application Process

- Provided tools and instructions for teams to assist in gathering data
- Provided additional training on collecting and organizing data
- Teams prepare Rough Draft of their respective sections
- Edit Team assembles first draft of final application

Data Template

ASSIGNED TO:

COMPLETE ONE WORKSHEET FOR EACH AREA TO ADDRESS.

If the information is already addressed on another worksheet simply refer to the other sheet. If you cannot find an answer to the question indicate that don't leave blank.

CATEGORY 3 CUSTOMER and MARKET FOCUS

3.2 Customer Relationships and Satisfaction

b. Customer Satisfaction Determination

Area to Address

6. How do you obtain and use customer satisfaction information relative to your competitors and/or industry benchmarks?

- We analyze results of the annual independent ICS survey which includes both Dri-Eaz customers and non-customers.
- We analyze results of quarterly Dri-Eaz customer satisfaction survey, specifically the questions about what influences their decisions to buy competitors' products and their satisfaction with other manufacturers' products and services.
- We consider feedback about products, services and marketing from focus groups that include customers that buy competitors' products.

APPROACH

PROCESS *(how the work gets done)*

Check which applies to this process

- No documented process, can find no evidence of this process at Dri-Eaz
- No documented process but have examples of things done or policies
- There is an established way we do this with some documentation to support
- There is a documented procedure or flow chart with reports or results

Description: *(Purpose of the process; why it exists, how it adds value? What starts this process moving and what is the final step in the process.)*

To learn how satisfied customers are with competitors' products and services so that we can see how well we measure up compared with competition. The CR Group plan and Survey Plan drive the content of the surveys. Focus groups are scheduled routinely whenever a class with sufficient number of participants is held at the headquarters office. The final step is using the information from the surveys in preparing the annual market analysis for the Customer Relations Group plan. Focus group feedback about competitive products is used in making decisions in the new product development process by the Product Development Committee and in change process for improvements to current products.

Process Owner: *(Who can make changes to the process? Who has final authority to make the changes?)*

Marketing Manager

DEPLOYMENT

Source Documents *(reports, examples, meeting minutes, flow charts, procedures)*

What exists today (or is under development)?
Survey Plan and customer satisfaction survey flow chart and existing surveys and Customer Relations Group plans which serve as models

Who owns the documentation?
Director of Customer Relations, Marketing Manager and Marketing Research/Database Specialist

Where is it stored?
S:\...\Marketing\Surveys and S:\...\Customer Relations

How frequently is it updated, analyzed, reviewed, or revised?

Dri-Eaz' WSQA Application Process

- Multiple reviews of the application by Executive Management and by our Consultant
- Final draft
- Feedback survey for team participants

Feedback Survey

As you are aware we are nearing completion of our 2004 WSQA application. Your participation and input have been critical to this process and on behalf of Dri-Eaz management we want to thank you for your contribution. As the WSQA/Baldrige process is an ongoing one that we intend to continue, we are seeking your candid feedback related to the application preparation process you participated in. Our goal in going through this sometimes painful process is to become an even better company. Your thoughts are vitally important and will help us refine the application process. Thank you again for your participation.

The Executive Team

Process

	Very Poor	Poor	OK	Good	Very Good
1. How well did the process of working in teams work					
2. How well did the interview process to gather data work					
3. How easy was it to translate the data gathered into a written statements					

4. Overall how well did the process work					
--	--	--	--	--	--

Suggestions for improvement:

Tools

	Very Poor	Poor	OK	Good	Very Good
5. The training sessions provided helped you do the task assigned					
6. The worksheet for gathering the information was helpful					
7. The guidelines for writing the comments were helpful					

8. Overall quality of the training and tools					
--	--	--	--	--	--

Suggestions for improvement:

Learning

	Low	Medium	High
9. In your opinion, what was your knowledge level on Baldrige prior to this project			
10. In your opinion, what is your knowledge level now that you have completed this project			

Overall improvement suggestions

Preparing for a Site Visit

- Clean house – first impressions make an impression
- Post performance measurements in key areas
- Prepare your organization in how to respond to Examiners' questions
- Plant walk-throughs

Preparing for a Site Visit

- Identify Subject Matter Experts by section
- Prepare data binders for on-site meetings
- Prepare and organize data for the Examiners – Electronic format suggested

Document Compilation

Doc #	Document Requested	Process Owner	Category
98	Artifact showing end users have access to distributor information as well as product, technical, and promotional information	John	4.2
99	Artifact showing training is available via the Virtual Training Center	Jim/John	4.2
100	Communication list (What type of list? Which group or department?)	Sheila	4.2
101	Process to identify methods for collection and transfer of associate information – different channels to meet stakeholder	Sheila	4.2
102	Communication list process for collection of knowledge from customers, suppliers, and distributors and how it identifies	John	4.2
103	Communication list process for sharing best practices with associates	Darlene	4.2
104	Value Creation Process	Matt	6
105	Product Development Process (See 11.)	John	6
106	Supplier Scorecard (See 34, 114)	Curt	6
107	Strategic Management Process	ET	6
108	Strategic goals used by Quality Assurance Division (See 18, 19, 20)	Curt	6
109	Results or scorecards used by Quality Assurance Division to monitor strategic goals.	Curt	6
110	Unnamed artifact created by the Quality Assurance Division during the Strategic Management Process.	Curt?	6
111	Internal and external customer input used to determine process requirements.	?	6
112	Results from voluntary compliance audits. (See also 6, 8)	Curt	6
113	Results from ISO 9001 internal audits.	Curt	6
114	Supplier Management Process documentation. (See No's. 34, 106)	Curt	6
	Electronic document on file		
	Paper documents on file		
	Video		
	Show and Tell		
	Not available		

Lessons Learned

- Organizational involvement is critical
- Link organizational strategies and activities
- Robust measurements with segmentation, clear targets, and benchmark data are critical

Lessons Learned

- Document the “hows”
- The criteria are not a punch list of activities to complete
- The process is a journey

WSQA Contact Information

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