



# CALIFORNIA EXCELLENCE

THE QUARTERLY NEWSLETTER OF THE CALIFORNIA COUNCIL FOR EXCELLENCE

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## CCE'S MISSION:

*The California Council for Excellence was established in 1992 to help California's private and public sector organizations achieve world-class results through the Malcolm Baldrige Award criteria and principles.*

*For membership information and programs, please call 858-486-0400 or visit our website at [www.calexcellence.org](http://www.calexcellence.org)*

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## North Island Credit Union Wins Governor's Award for Excellence

North Island Credit Union won top honors for the 2004 California Awards for Performance Excellence (CAPE) and will receive the Governor's Award for Performance Excellence from Governor Arnold Schwarzenegger's representatives at the Friday, March 18, CAPE luncheon and awards ceremony at the Riverside Convention Center. North Island Credit Union, a non-profit financial organization located in San Diego, won the Gold-level Eureka Award. This was North Island's second Gold-level award in the past four years.

North Island Credit Union also was nominated for the Governor's Award for Performance Excellence. North Island is only the second organization in CAPE's 11-year history to be nominated for the Governor's Award. Boeing's Airlift & Tanker Program, based in Long Beach, was the first Governor's Award recipient in 2002.

CAPE also announced two winners of the United States Senate Productivity Award. In the Large Manufacturing category, Baxter's Medication Delivery Plant located in Irvine, and Spectrolab, a wholly-owned

subsidiary of Boeing Satellite Systems, based in Sylmar, won United States Senate Productivity Awards. Baxter is a repeat Silver-level winner.

The CAPE program also honored six Bronze-level Eureka Awards in the categories of Healthcare, Education, Military, Large Service and the Non-Profit sectors. The two Healthcare Category recipients are Sharp HealthCare, based in San Diego; and, the Adventist Hospital of Portland, Oregon, which is part of the Roseville, CA-based Adventist Health Group. Kisco Senior Living, Carlsbad, is a repeat winner of the Eureka Award in the Large Service Category. The sole Education category recipient is Montgomery High School of the Sweetwater Union High School District, located five miles from the international border. The University of Southern California's Career and Protective Services Division is a newcomer to the Eureka Award winner list representing the Non-profit Category. In the Government category, the Naval School of Health Sciences earned a Bronze-level award.

The CAPE program was launched in 1994 by the California Council for Excellence, a non-profit foundation based in Poway, *continues page 4*

## 2004 CTEA Winners: Boeing Airlift and Tanker Team Captures Top Honors

CCE has announced seven work teams will be recognized for their innovative problem-solving tactics as part of the 2004 California Team Excellence Awards program.

Two teams representing Boeing's Airlift and Tanker Program won top honors in the CTEA competition. The November 2004 competition was part of the first Western Team Excellence Awards Live competition for work teams. Based in Long Beach, the "C-17 Ergonomic Improvement for Hole Preparation Team" and the "C-17 Wing Lift Project Team" captured Silver-Level awards and first and second place. Tri-City Medical Center's "Imaging *continues page 11*



## Welcome New CCE Members

### COMPANIES:

**University of Toyota**  
SRPD Division  
Torrence, CA

**El Dorado Irrigation  
District**  
Placerville, CA

**Padre Dam Municipal  
Water District**  
Santee, CA

**Ventura County  
Human Services  
Agency**  
Ventura, CA

**Santa Clara Valley  
Water District**  
San Jose, CA

### INDIVIDUALS:

**Terri N. Orts**  
Hewlett-Packard  
Houston, TX

**Michael W. Scanlon**  
Mattson Technology  
Fremont, CA

**Susan M. Wohler**  
Build Chatsworth  
WorkSource  
Chatsworth, CA

**Kathy Sealana**  
Santa Clara County  
Office of Education  
San Jose, CA

**Housam El Jurdi**  
Ricoh Electronics, Inc.  
Santa Ana, CA

**Dr. H. Michael Chung**  
California State University  
Long Beach  
Long Beach, CA

*continues next page*

## Call for 2005 CAPE Examiners

*Do you have what it takes to be a CAPE Examiner in 2005? Are you interested in mastering the 2005 Malcolm Baldrige Award criteria?*

If so, the California Awards for Performance Excellence wants you! Now is a good time to complete your application to be a member of the prestigious 2005 CAPE Board of Examiners. For an application and more information visit [www.calexcellence.org/cape](http://www.calexcellence.org/cape).

What are the expectations of a CAPE Examiner? First, examiner-candidates are required to submit an application, which is available online. Also, examiner-candidates must complete a pre-work case study developed by the National Malcolm Baldrige Award office. This will require about 30-40 hours of review and preparation time. It's important to allow yourself sufficient time to complete the pre-work because it must be completed before you attend the three-day CAPE Examiner Certification Class. Those classes are offered throughout the state in June and July.

Upon completion of your CAPE Examiner Certification Class, you will be assigned to a CAPE application team in August. Examiners complete an independent review of their assigned application. This process is very similar to the case study work you completed before attending the class. Once all members of your Application Team have completed their independent review, your Senior Examiner/Team Leader will arrange a Consensus Call. Typically, your Senior Examiner will ask you to assume responsibility for one of the seven Categories in the application. Also, consensus calls will last several hours because each member

of the Application Team contributes to a detailed discussion regarding their findings in the application.

When the Consensus Process is completed, the applicant is notified of their Site Visit status. Those applicants that merit a site visit are scheduled during the period of October 10-21, 2005. All Examiners are expected to participate and contribute their talents during the Site Visit stage which lasts 2-3 days. Examiners are reimbursed for expenses for the site visit.

Prior to completing the Site Visit, most application teams will have completed their draft of the Applicant's Feedback Reports. Then, the Senior Examiners/Team Leaders polish the Feedback Report and submits it to the Lead Judge for their review.

At this stage, most examiners have completed their work. Then, it's up to the Senior Examiner and Judges to fine-tune the Feedback Report, resolve any issues or questions, and present their findings to the CAPE Board of Judges, which meets on December 1-2, 2005.

Shortly after this meeting, the CCE Board of Directors will validate the recommendations of the CAPE Judges and notify 2005 winners.

"Although being a CAPE Examiner is a demanding job, there is none more rewarding according to our alumni," states Denise Shields, the 2005 CAPE Chair. "I have served as a CAPE Examiner and a Malcolm Baldrige Award Examiner since 1994 and I can tell you that it is the greatest professional development experience I have ever had. What I've learned helped my company improve its performance significantly, and it has helped me develop and grow my own business for the past five years.. I encourage everyone to try it."



**"Get It,  
Set It,  
Move It,  
Prove It"**

Learn how to perform an internal assessment of your organization using the 2005 Malcolm Baldrige Award Criteria for Performance Excellence and Balanced Scorecard tactics from **Mark Graham Brown**, one of America's foremost experts and authors on Business Excellence.

*This is CCE's most popular program!*

**Monday, May 23, 2005**

8:00 am - 4:00 pm

Delta Dental of California  
Rancho Cordova, CA

Cost: \$295 CCE Members; \$350 Non-Members

To register call **858-486-0400** or visit [www.calexcellence.org](http://www.calexcellence.org)



Featuring  
Mark Graham Brown

## Maslak Named CCE Chairman of the Board



Mike Maslak

Mike Maslak, the innovative and successful CEO of North Island Credit Union, will assume the role of CCE's Chairman of the Board at the March 2005 annual meeting in Riverside. Mike has been working closely with outgoing Chairman Robert "Skip" Zeiler for the past two years to shape CCE's direction and strategies.

As a former Malcolm Baldrige Award Examiner, Maslak has also led North Island Credit Union to five CAPE awards. This includes two Gold-level awards and the Governor's Award for Performance

Excellence, which North Island captured in 2004 and will receive from Governor Arnold Schwarzenegger at CCE's 11th Annual CAPE awards ceremony in Riverside.

Among Maslak's priorities for CCE are expanding participation among California's top 100 companies, strengthening CCE's ties to the Governor and other elected officials, and pushing CCE past the \$1 million mark in annual revenues. As the CEO of North Island Credit Union, Mike Maslak has increased his organization's size to the third largest homegrown financial institution in San Diego County and placed NICW among the 50 largest credit unions in the United States.



Skip Zeiler

## Captain Tim Flynn Assumes Command of CCE's Military Council

A change of command is taking place within CCE's Military Council as Captain Don Roy, USN passes the torch to his successor Captain Tim Flynn, Commanding Officer of the Space and Naval Warfare Systems Center, San Diego.

Under Don Roy's strong leadership, the Military Council sponsored 12 programs over a three year period and trained hundreds of military and civilian personnel in the Malcolm Baldrige Award criteria. Among, Captain Roy's greatest achievements was the creation of the U.S. Navy Leadership Luncheon Series, developed by Commander Art "JFK" Glynn, which hosted such notable persons as Dr. Ken Blanchard, author Michael Abrashoff, and *Forbes* editor Rich Kaarlgaard.



Capt. Tim Flynn



Capt. Don Roy

In nominating Captain Tim Flynn to assume the leadership role, Rear Admiral Jose Betancourt, Commanding Officer of the Navy's Southwest Region, indicated, "Tim Flynn has a keen appreciation of what it takes to promote continuous improvement and quality throughout the military as well as the private sector. He has an outstanding track record and will compliment the superb record of Captain Don Roy." Captain Tim Flynn will be formally welcomed at the March 2005 CCE Annual Conference in Riverside.

Captain Flynn is a native of New Orleans and a graduate of the United States Naval Academy. He was later awarded Master of Science degrees in National Security Affairs (Technical Intelligence) and Mechanical Engineering from the Naval Postgraduate School. He assumed command of the Space and Naval Warfare Systems Center, San Diego, in 2002. His decorations include the Meritorious Service Medal, the Joint Commendation Medal, the Navy Achievement Medal, and multiple unit commendations.

## New CCE Members

*continued from page 2*

**Shelli Moreda**  
The Phoenix Group  
Woodland, CA

**David Rodriguez**  
Pioneer Electronics  
Technology, Inc.  
Pomona, CA

**Diane Hedler**  
Kaiser Permanente  
Oakland, CA

**Mick McClatchey**  
Victor Elementary School  
District  
Victorville, CA

**Elise Crocker**  
Boeing Company  
Huntington Beach, CA

**Mitch Goodkin**  
Hewlett-Packard  
Roseville, CA

**Diane M. Hedler**  
Kaiser Permanente  
Oakland, CA

**Karen Robinson, PhD**  
Boeing Company  
Long Beach, CA

**Mary Simmerman**  
Northrup Grumman Corp.  
El Segundo, CA

**Anthony Pack**  
Eastern Municipal  
Water District  
Perris, CA

## Did you know?

California Council for Excellence has a wide range of consultants, trainers, and speakers available to help your organization on its journey to excellence!

Contact CCE at  
[www.calexcellence.org](http://www.calexcellence.org)  
or call (858) 486-0400.

*All of our programs are customized and will be delivered to suit your organization!*

*“If you are bored with life, if you don't get up every morning with a burning desire to do things – you don't have enough goals.”*

– Lou Holtz

*“You've had your three seconds of sympathy, now deliver or depart.”*

– Dr. E. David Spong  
President Emeritus  
Boeing Aerospace  
Company



## Goodwalt Assumes Team Council Chair

Vern Goodwalt will succeed Pamela Winters as the new Chair of the California Team Excellence Awards (CTEA) Council during CCE's annual conference in Riverside. Vern is the former Vice President & Division Manager of Ney Dental, a two-time CAPE winner.

Today, Vern leads The Three Point Group, a Baldrige-based consulting practice located in Riverside, California. Vern has also served as a CAPE Senior Examiner and been recognized by the San Bernardino Sun as one of the “Top Five Companies to Work For” in the Inland Empire area.

Vern earned his undergraduate degree from the University of Minnesota and his graduate degree from University of California Riverside. Vern also completed the Harvard School of Business Certificate Program.

## Denise Shields Named CAPE Council Chair



Denise Shields, the Founder and Principal of Shields Resource Group, a consulting organization specializing in achieving Performance Excellence through the criteria of the Malcolm Baldrige National Quality Award, has been named the new Chair of the

CAPE Council. The Council directs the operations and coordinates all award activities for the California Awards for Performance Excellence program. Prior to establishing her consulting firm, Denise was the Vice President for Professional Development at Coldwell Banker Corporation's Relocation Services division.

Denise has been a member of the Malcolm Baldrige National Quality Award's Board of Examiners serving as a Senior Examiner; and, a member of the CAPE Board of Examiners and CAPE Board of Judges. As the CAPE Council Chair, Denise will also serve on the CCE Board of Directors.

## Board of Directors Spotlight:

### James Camden



Jim Camden is the Sales Executive for Bank of America's Global Consumer and Small Business Bank. Jim represents the Greater Los Angeles, Central California, and Northern Nevada Consumer Division. In his role, Jim is responsible for ensuring the consistent

execution and delivery of Bank of America's outstanding portfolio of products and services by over 1750 sales leaders and associates aimed at the mass market consumer and small business constituency groups.

Jim joined Bank of America in 2002 as the Consumer Segment Master Black Belt. In this role, he led the six sigma efforts within the Consumer Segment to improve our Customer Delight performance, increase our Sales Productivity, and drive penetration of critical skills further into the leadership team.

Before joining Bank of America, Camden had held senior quality and productivity positions within Honeywell, AlliedSignal, and General Motors. During his 30 year career, he has worked in industries undergoing radical change, performed in both domestic and international assignments, and been in the public and private sectors of the economy. Jim graduated from the University of Arizona where he earned a degree in Systems and Industrial Engineering. He currently resides in Palos Verdes.

## North Island Credit Union

*continued from page 1*

California. CAPE is a continuous improvement program that utilizes the Malcolm Baldrige Award criteria. CAPE recognizes companies and organizations from the private and public sector for their commitment to performance excellence as well as their approach, deployment, and results as assessed against the Baldrige Award Criteria.

The 2004 CAPE Winners will be honored during the CAPE Awards Luncheon & Ceremony at CCE's 11th Anniversary Conference on March 18, 2005. For more information on CAPE winners, or how to apply for the CAPE program, contact CCE at 858.486.0400 or visit the CCE website at [www.calexcellence.org](http://www.calexcellence.org).



California Council for Excellence and Unisys present



# “HOW TO IMPLEMENT KAIZEN® STRATEGIES TO IMPROVE PERFORMANCE & RESULTS”



**Masaaki Imai**

Known as the “Lean Guru” and the Father of Continuous Improvement, Masaaki Imai has been a pioneer and world-renown leader of the KAIZEN® philosophy for two decades.

As a result of his ground-breaking books, *KAIZEN: The Key to Japan’s Competitive Success* and *Gemba KAIZEN: A Commonsense, Low-cost Approach to Management*, innumerable companies and top executives have used this most effective management philosophy to attain world-class success within industry, service and the public sector.

As Founder and Chairman of the KAIZEN Institute, he is frequently invited to be a keynote speaker at industry conferences world-wide. He also educates top executives how to implement KAIZEN® techniques, concepts, and tools as a total system solution in their organizations, which is fully within their corporate strategies.

KAIZEN® and GEMBAKAIZEN® are the trademarks of KAIZEN Institute, Ltd.



## Friday, May 6, 2005

7:30 a.m. - 12:00 Noon

Unisys Rancho Bernardo Facility – Free Parking  
(located 25 miles north of downtown San Diego, just off I-15)

\$99 – CCE Members / \$125 Non-Members  
*includes plant tour and breakfast*

### Limited Seating . . . Act Now to reserve your seat!

#### **What you will learn at this dynamic program:**

- KAIZEN® – Toyota’s Corporate Culture: Imai will explain why KAIZEN® is the key success factor for developing and implementing your corporate strategy. As the author of KAIZEN®, he will discuss why it remains so relevant since its introduction over 20 years ago.
- The fundamental difference between a traditional production system and Lean production system.
- Current and future challenges businesses face and how to address those factors that prevent many companies from achieving world-class success.
- First-hand Gemba KAIZEN® experience walking through Unisys Rancho Bernardo plant with Imai, followed by an in-depth discussion of how to convert problems into opportunities for improvement.

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Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_ E-Mail \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone (    ) \_\_\_\_\_ Fax (    ) \_\_\_\_\_

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For more information, please contact the California Council for Excellence (CCE)

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## 2005 TRAINING CALENDAR

\*For all of the programs listed, please register online at [www.calexcellence.org](http://www.calexcellence.org) or call CCE at (858) 486-0400.

### Get It, Set It, Move It, Prove It: Baldrige Assessment Training

with Mark Graham Brown

This dynamic one-day training program will teach you how to perform an internal assessment of your organization using the Malcolm Baldrige Award criteria and Balanced Scorecard Tactics. This is the California Council for Excellence's most popular training program because it blends quality processes with proven performance practices. You will leave this session with a thorough understanding of the 2005 Baldrige Award criteria and tactics to conduct an organizational review of your metrics and key success factors.

Our facilitator for these training classes is Mark Graham Brown, one of the most respected Baldrige Award experts in America. As a celebrated author, who has trained thousands of people in the Baldrige criteria, Mark uses a dynamic and innovative training style to make these classes memorable! This training was formerly known as Baldrige Assessment Training.

CCE Members: \$295 Non-Members: \$350

<b>March 17</b>	<b>Riverside Convention Center</b>
<b>May 23</b>	<b>Rancho Cordova, CA</b>
<b>September 22</b>	<b>San Jose Marriott</b>

### Linking Performance to Success: Developing a Winning Strategy & Scorecard

with Mark Graham Brown

Business and government organizations spend thousands of hours each month collecting and reporting data that does little to help them manage performance. Measuring everything is more damaging than measuring nothing. Is your decision-making based on the wrong metrics?

This workshop will provide you with the skills needed to evaluate your existing performance metrics and to develop a well-balanced set of measures that are linked to your vision, key success factors and overall strategic plan. You will learn how to select metrics that balance the needs of shareholders/stakeholders, customers, and employees, and balance your need for measuring short-term success and long-term investments for the future. The concepts of effective performance measurement will be presented using a series of case studies that cover both manufacturing and service organizations.

CCE Members: \$295 Non-Members: \$350

<b>September 19</b>	<b>San Diego</b>
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### CAPE Examiner Certification Course

CCE Members: \$495

Non-Members: \$595

<b>June 27 - 29</b>	<b>Rancho Cordova</b>
<b>July 15 - 17</b>	<b>Long Beach</b>
<b>July 20 - 22</b>	<b>San Jose</b>

### CAPE Examiner Re-Certification

2004 Certified Examiners Only: \$325

<b>June 22 - 24</b>	<b>Rancho Bernardo</b>
<b>July 13 - 15</b>	<b>Rancho Cordova</b>

The California Council for Excellence invites you to become a member of the prestigious 2005 CAPE Board of Examiners. As a CAPE Examiner, you join an elite group of Californians trained and certified in the Malcolm Baldrige Award criteria to evaluate 2005 CAPE applications. All new CAPE Examiners must complete the required three-day Examiner Certification workshop. As a result of this program, you will understand the 2005 Baldrige Award criteria and learn how to evaluate an organization relative to that criteria. In addition, you will strengthen your ability to use the 2005 MBNQA Criteria, network with peers, and enhance your own professional growth. All certified CAPE Examiners are assigned to a 2005 CAPE application and may participate in a site visit to verify and validate their Applicant's findings. Finally, CAPE Examiners develop an Application Feedback Report. Typically, CAPE Examiners dedicate approximately ten days of volunteer time between June and November to the CAPE program. By serving as a CAPE Examiner you will learn best practices and improvement strategies that lead to Performance Excellence.

\*All attendees for this program must submit an Examiner Application and complete the assigned course pre-work to the CCE office prior to the class. Please download the examiner application from our web site at [www.calexcellence.org](http://www.calexcellence.org).

### Assessor Certification: Applying the Baldrige Criteria in Your Organization

with Karen Trisko

Performing an Internal Assessment of your organization requires a strong understanding of the Baldrige Award Criteria for Performance Excellence and its scoring system. CCE is pleased to offer the 2005 Internal Assessor Certification Course featuring Karen Trisko, a nationally recognized expert who has served several years as a Malcolm Baldrige Examiner and is the past Chair of the California Awards for Performance Excellence (CAPE) Council. Karen has extensive experience with numerous companies and organizations in implementing corporate assessments using the Baldrige Award Model. This interactive, hands-on two-day workshop will help you understand the Baldrige Award criteria and teach you how to evaluate your organization relative to the 2005 MBNQA criteria. Also, you will learn how to explain the Baldrige system effectively and enthusiastically to your colleagues and management team. Finally, this certification course will help you develop assessment implementation strategies that can improve performance throughout your organization.

CCE Members: \$595 Non-Members: \$695

<b>May 5 - 6</b>	<b>Rancho Bernardo</b>
<b>October 27 - 28</b>	<b>Sacramento</b>
<b>December 5 - 6</b>	<b>Rancho Bernardo</b>

2005 TRAINING CALENDAR CONTINUED**How to Prepare a Successful CAPE Application**

with Tom Hinton and Cheryl Nilsen

Are you interested in submitting an application for the 2005 California Awards for Performance Excellence Program? If so, this program was designed for you and your key people.

This half-day program is designed for organizations that plan to apply for any level of the CAPE program. This hands-on workshop will walk your application team through each phase of the CAPE application and teach them how to approach the research and writing of your application. You'll also learn valuable tips on how to prepare a cohesive application that captures your best work. This workshop will address the award criteria, scholarship, and use of graphs, charts, and the connection of each section.

CCE Members &amp; Non-Members: \$40

**December 9****San Jose****Preserving the Trust****A Workshop on Leadership, Ethics and Integrity in Today's Business Workplace**

with Mark Graham Brown and Denise Shields

How many stories of greed and corruption have you read in today's newspapers? What happened to honesty, integrity, ethics and other basic principles that should be the foundation of any successful enterprise?

Find out how you can make a difference in your own workplace. Find out how to...preserve the trust of stockholders and fellow employees. Whether your role is in leadership or a front line employee, this seminar will help you to overcome wrongdoings that are happening daily in each of our organizational lives.

Join us for an interactive workshop that examines American enterprise and learn how you can make a difference in your own work environment and the people you work with to practice ethical behavior and decision-making.

CCE Members: \$295 Non-Members: \$350

**April 18**  
**October 14****Rancho Cordova**  
**San Diego****Effective Problem Solving Through Work Teams**

with Laurie Broedling, Ph.D. and Cal Cohn

The objective of this one day seminar is to help organizations make their teams more productive by institutionalizing an effective problem solving and decision making process. It focuses on the analytic tools and techniques needed to diagnose problems and improve processes. The model used in this seminar is based on the National Award Criteria for team excellence. Participants will become schooled on the scientific approach to team problem solving. In essence, it covers the "how" teams produce tangible results for themselves and their organization using the nationally recognized criteria as a framework.

This seminar is highly interactive. Participants will work in teams during the day to solve problems using discussion, group activity, and case studies. The instructors guide the participants through each step of the problem solving process and then assist the teams in solving the overall problem.

This is what participants will learn:

- How to create an objective problem statement that clearly defines the problem.
- How to distinguish between root causes and ancillary causes in problem-solving.
- How to recognize and eliminate non value added steps in a process.
- How to use tools to make effective team decisions.
- How to collect the right data that provide clear indicators of the effectiveness of current processes.
- How to use statistical process control to chart key processes.
- How to create graphical analysis tools that provide teams evidence on which to make decisions.
- How to make effective presentations to management.

CCE Members: \$149

Non-Members: \$189

**March 17**  
**June 7**  
**September 22****Riverside Mission Inn**  
**Rancho Cordova**  
**San Jose Marriott**

\*For all of the programs listed above, please register online at [www.caexcellence.org](http://www.caexcellence.org) or call the CCE office at (858)486-0400.



## Announcing the 2005 "Live" Team Competitions

sponsored by the California Team Excellence Awards Council

**"GET YOUR TEAMS IN SHAPE NOW TO COMPETE IN NOVEMBER 2005"**

Tuesday, November 8 - Sacramento, at National University

Tuesday, November 15 - Riverside/Perris, at Eastern Municipal Water District

Thursday, November 17 - Long Beach, at Boeing Company's 800 Buildings

For more information, contact Megan Rexrode at CCE 858-486-0400 or [Megan@caexcellence.org](mailto:Megan@caexcellence.org)

“What makes an enterprise move swifter, reach higher goals and become stronger over time? Obviously, there are many factors but I would think it's people that make the most difference. Having good people is the first imperative for success. Enterprises need to develop their staff to their fullest potential. The skills, knowledge and expertise of people is the single most important factor that differentiates one enterprise from another. Every enterprise is challenged by the pace of change, technological advances, shorter product life-cycles and changing customer expectations. Most enterprises have more or less access to the same equipment, technology and facilities. It is how well these are used by their people that makes the difference.”

– Speech by  
Lim Boon Heng, Minister,  
Prime Minister's Office,  
at the 2004 Singapore Quality  
Award Presentation Ceremony

## A Day in the Life of a Baldrige-Aligned Organization

by Karen Trisko

President, Leading Excellence, Inc.

I recently visited an organization that is using the Baldrige Criteria as a guide for excellence. I visited several work areas to observe and meet with individuals. Here is what I saw.

- Team members recited the mission statement together at the start of the day. (they do so every day).
- The department head presented specific objectives for the day and how results would be measured.
- The team president and vice-president, elected by team members, provided me a tour of the area, pointing out visual work aids such as ground-rules, process flow-charts, and trend charts for three major work processes' results.
- Work supplies were neatly stored and labeled, in alignment with “5S” work practices.
- I was shown several individuals' “data portfolios” containing personal mission statements, personal goals, and actual results. Individual performance goals are updated every two months, and then evaluated with performance assessments that are displayed in bar charts.
- Performance assessments are designed such that an individual and/or the entire team can diagnose what particular part of a process contributes to goal-attainment or needs improvement.
- The names of customer groups were posted on the wall.
- The team reported there is a regularly administered internal satisfaction survey. Poor-performing areas receive focus through improvement efforts that follow the PDSA model.
- Recently completed Plan-Do-Study-Act (PDSA) charts were on display, each recounting a problem, its possible causes, potential solutions, action plans for improvement, and evaluation criteria.
- The team's PDSA projects showed evidence of using improvement techniques like flow-charting, affinity diagrams, cause-and-effect diagrams, check-sheets, and more.
- The team published a quarterly newspaper to keep stakeholders informed.
- The team used a visual feedback chart every day for team members to post concerns, questions, and kudos. All feedback is addressed in the team the same day it is posted.
- The team kept a trend chart showing overall team performance. If a teammate falls below goals, other teammates voluntarily help the individual to enable everyone to succeed.
- High-performing individuals who already attained performance goals worked on special projects.
- I was given a visitor satisfaction survey before leaving the site.

What organization was this?

A second grade classroom at Long Beach Unified School District!

If elementary school students can systematically use Baldrige performance excellence practices, why do some adults have such a hard time with it?!?

## CAPE Announces Its Volunteers of the Year



The CAPE Council is pleased to announce that Christopher Moore has been selected as its Senior Examiner of the Year, 2004.

Chris has served as a CAPE Senior Examiner for eight years. Chris also has more than 12 years operational systems management experience plus extensive experience in quality management. He personally facilitated a national-level, award-winning team during his tenure with the US Air Force which re-engineered aircraft overhaul and saved over 25% in both personnel and facilities costs while reducing cycle time 33% with a first year savings of \$3M.

Chris is an American Society for Quality Certified Engineer and Senior Examiner for CAPE.. He personally trained over 300 internal auditors and wrote several Baldrige assessments including a CAPE Bronze award-winning application.

Also, being recognized for his stewardship of the CAPE Council during 2004 will be outgoing Chair, Rob Grasso. CAPE also recognizes its CAPE Volunteer of the Year – Wayne Laessig and CAPE Examiner of the Year – Terilyn Anderson.

CCE thanks the Boeing Company for its sponsorship and support of our Communications Program.



## Team Council Announces Its Volunteers of the Year

Celebrating five years of commitment to workplace excellence, the California Team Excellence Awards Council (CTEA) witnessed a major transformation in how



Ralph Bettman



Ron Bane

work teams are trained and recognized in our state. Under the capable leadership of Pamela Winters of the San Diego Superior Court, the CTEA Council launched its first “live” regional competitions in three California cities – San Diego, Long Beach, and Sacramento. With the corporate support of Bank of America, North Island Credit Union, National University, and the Boeing Company,

the CTEA Council attracted a record number of judges for its statewide competitions and won accolades from the American Society for Quality, which oversees the international team excellence program.

For her outstanding leadership, Pamela Winters will be presented the 2005 Dr. Milton Chen Memorial Teamwork Award at CCE’s Annual Conference. Pam Winters was one of the original architects

of the California Team Excellence Awards program and worked closely with her mentor, the late Dr. Milton Chen, to launch the competition at San Diego State University in the 1990s.

Ron Bane, a former executive at Xerox and now a popular consultant and trainer, will be recognized as the 2004 CTEA Volunteer of the Year for his contributions to the success and growth of the CTEA’s Sacramento regional live team competition. Ron is nationally recognized for his contributions to teamwork and performance excellence. In 2000, Ron was elevated to the level of Fellow by the American Society for Quality (ASQ) for his achievements in non-manufacturing



Dr. Milton Chen



Pamela Winters

organizations. In 2003, he received the Roger Berger Award for Long Service to Quality Management and the Meritorious Service Award for Long Service & Contributions to ASQ Bay Area Quality. Ron holds a BS in Engineering, a MS in Statistics, and a MBA. He has been a senior examiner, trainer, and judge for the CAPE program. He has also been a regional and national judge for the California Team Excellence Awards competition.

Also, being recognized is Ralph Bettman, who has been selected as the CTEA Judge of the Year. Ralph, who resides in Atascadero, traveled at his own expense to lead two judging competitions in San Diego and Long Beach. And, Ralph also received the highest rating from his fellow members of the CTEA Board of Judges.



Jerry Mariani, ASQ’s President-elect, and CTEA Judge Cathy Webber of San Rafael, pose with the CALEPA Team in Sacramento at the “Live” 2004 CTEA Competition

## NATIONAL UNIVERSITY

### Excellence in Education

National University is a two-time recipient of the Eureka Award, which is presented annually by the California Council for Excellence in recognition of performance excellence.

Headquartered in La Jolla, California, the 33-year-old institution is California's second-largest independent nonprofit university, with a statewide enrollment of close to 17,000 full-time equivalent students. Its graduate students comprise 73 percent of its student body, placing National University's graduate program among the three largest in the nation. The University is accredited by the Western Association of Schools and Colleges, the International Assembly for Collegiate Business Education, and the Commission on Collegiate Nursing Education.

National University was founded in 1971 to make lifelong learning opportunities accessible, challenging and relevant to a diverse population of nontraditional learners. An affiliate of the National University System, the University consists of 27 campuses in 11 major metropolitan areas throughout California. National offers 62 graduate and undergraduate degree programs, and 16 teacher credential programs through its four schools – the School of Arts and Sciences, the School of Business and Management, the School of Education, and the School of Engineering and Technology. Its program offerings include 38 online degree programs and more than 200 online courses, as well as one of higher education's largest collections of electronic books and journals. A majority of National's programs are available through a unique one-course-per-month format.

Black Issues in Higher Education and The Hispanic Outlook in Higher Education consistently recognize National for its diverse student body. Black Issue's 2004 survey of the "Top 100" colleges and universities ranks in the top ten among more than 3,000 post-secondary education institutions in awarding master's degrees to all minorities in all disciplines. The Hispanic Outlook's 2004 "Top 100 Colleges for Hispanics" edition ranks National first in California for the fourth consecutive year in granting master's degrees to Hispanics, and among the top five nationally for the past three years. National University also ranks first in



**National University Academic and Administrative Headquarters located in La Jolla, California**

California in granting master's degrees in education and psychology to all minorities, and first in the state in granting master's degrees in business, management and marketing to African Americans.

National University is approved by the California Commission on Teacher Credentialing and recommends more individuals for teaching credentials than any other university in the state. It has facilitated continuing education in the workplace by offering a broad variety of its accredited degree and certificate programs through partnerships with companies such as General Electric, Banco Nacional de Mexico, Semptra Energy, Pacific Bell, McDonalds the San Diego Chargers, the Los Angeles County Sheriff's Department, the Fresno County Sheriff's Department, the Orange County Sheriff's Department and U.S. Border Patrol. With learning centers located on 10 military bases, the University is a proud recipient of the Ray Ehrensberger Award for Institutional Excellence in Military Education.

If you'd like more information regarding National University, call (800) NAT-UNIV or visit the University's website at [www.nu.edu](http://www.nu.edu)

### Upcoming Events in Northern California



Thursday, April 28, 2005

8:00 am - 11:00 am

#### Morning Thunder Series: "Boosting Performance & Results Through Teams"

Featuring: Cal Cohn, one of America's foremost experts in Work Teams

Location: California Energy Commission Hearing Room "A"

1516 Ninth Street, Sacramento, CA 95814

Cost: \$15

To Register call CCE at 858-486-0400



Friday, April 29, 2005

8:00 am - 12:00 Noon

#### "Pearls of Wisdom: Creating Schools That Achieve Outstanding Results"

Featuring: Frank Ariemma, Superintendent, Pearl River School District, New York

Winner, 2002 Malcolm Baldrige Award  
Co-sponsored by Sonoma County Office of Education

Location: Mary Agatha Furth Center in Santa Rosa

Cost: \$49

To Register call CCE at 858-486-0400

## CTEA Winners continued from page 1

Scheduling Team,” based in Oceanside, captured third place and also earned a Silver-level award.

A third Boeing Company team, the “Advanced Wireless Open Data System Team,” earned a Bronze-level award for their innovative, money-saving strategies. Also recognized as part of the CTEA competition were the Department of Financial Institution’s “Transmitters of Money Abroad Application Team,” National University’s “CRM Implementation Team,” and CAL/EPA’s “Business and Environmental Solutions Team.” The 2004 CTEA Winners will be honored during the CTEA Awards Breakfast & Ceremony at CCE’s 11th Anniversary Conference on March 18, 2005 at the Riverside Convention Center.

California is pleased to be sending four teams to the National Team Excellence Award competition hosted by the American Society for Quality (ASQ). California’s award-winning teams will compete in Seattle, Washington on May 16-18, 2005 at the ASQ International Congress.

The CTEA program was established for the purpose of encouraging the formation of work teams, fostering their development and growth, and formally recognizing companies and organizations for their team excellence. The live regional competition is used by many organizations as an effective means to benchmark performance, learn best practices, and discover innovative ways that teams can improve organizational performance. The most successful companies and public sector agencies know the power of work teams. For more information please visit our website at [www.calexcellence.org](http://www.calexcellence.org).

## DeLorenzo Energizes Educators



As part of CCE’s “Excellence in Education” initiative, which is bringing Baldrige principles and solutions to educators and their students throughout California, CCE recently joined with the Orange County Sterling Council to host a full-day workshop featuring Baldrige Award winner

Richard DeLorenzo. The program, “**Creating Leadership for Change in Education**,” was designed for teachers and administrators throughout Southern California and co-sponsored by Long Beach Unified School District, Sweetwater Union High School District, the Boeing Company, ETS, Soka University of America, Bank of America, and North Island Credit Union.

DeLorenzo, who led Chugach School District located in Anchorage, Alaska to the first Malcolm Baldrige Award in the Education Category, inspired participants with his upbeat brand of practical solutions for present-day challenges facing school districts, administrators, and educators. Through his foundation, RISC, DeLorenzo is spreading his Baldrige-based philosophy to large and small school districts across America. Supported by major foundations including the Gates Foundation and the Kohlberg Foundation, DeLorenzo challenged participants to not accept the status quo and use proven performance-based tools to find innovative ways to teach students and administer school districts.

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*Is your organization using Work Teams to increase its productivity, foster innovation, and strengthen results?*

**If so, the 2005 California Team Excellence Awards “Live” competition was designed for you!**

The California Team Excellence Awards are proud to present the Second Annual Live Team Competition in Long Beach, Perris, and Sacramento, California. This outstanding event will help your teams receive the recognition they deserve while learning innovative approaches to problem-solving and process management from other applicants. It is beneficial for anyone who is beginning the team process or for those teams that have already reached the high performance stage and are currently seeing the fruition of their efforts.

The competition provides a supportive forum where your work teams can share their strategies for improving organizational performance. Applicants present their project in a dynamic, 25-minute “live” presentation using the National Team Excellence Awards criteria from ASQ before a panel of certified judges. We encourage you to apply now!

California has three dates scheduled – Tuesday, November 8 in Sacramento, Tuesday, November 15 in Perris, and Thursday, November 17, in Long Beach. Don’t delay as spots will fill fast! The most successful companies and public sector agencies know the power of work teams and how they can improve results through the formation and recognition of teams. So, don’t be left out! We hope to see you in November.

For more information on the CTEA program and Live Team Competition, or how to apply, please contact CCE at **858.486.0400** or visit the CCE website at [www.calexcellence.org/ctea](http://www.calexcellence.org/ctea)



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