



CALIFORNIA EXCELLENCE

THE QUARTERLY NEWSLETTER OF THE CALIFORNIA COUNCIL FOR EXCELLENCE

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SPRING/SUMMER 2004

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

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White Memorial Medical Center



2003 CAPE Winners

Naval Air Depot, San Jose Unified School District and White Memorial Medical Center Earn Top Honors

The California Awards for Performance Excellence competition is proud to recognize its top level awards recipients for 2003. The Naval Air Depot North Island, located in San Diego, has won the Silver-level United States Senate Productivity Award for the second time! Also winning

Silver-level Eureka Awards are the San Jose Unified School District and White Memorial Medical Center, Los Angeles. Both San Jose USD and White Memorial are repeat winners!

CCE and CAPE, in cooperation with the University of California Riverside Extension, also are honored to award five Bronze-level Eureka Awards in the categories of Government, Education, Large Service and the Non-profit sectors. The two Government Category recipients are the Naval Surface Warfare Center, Corona Division, based in Norco; and the Eastern Municipal Water District based in Perris. National University, headquartered in La Jolla, is a repeat winner of the Eureka Award

in the Education Category. Kisco Senior Living located in Carlsbad, has earned a Bronze-level award in the Large Service Category; and, Riverside County's Credit Union, based in Riverside, is a newcomer to the Eureka Award winner list representing the Non-profit Category.

The CAPE program, established in 1992, is a continuous improvement program that utilizes the 2004 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.

2003 CAPE Winners were honored during the CAPE Awards Luncheon & Ceremony at the CCE's 10th Anniversary Conference on April 16, 2004 at the Doubletree Mission Valley Hotel in San Diego. For more information on our 2003 CAPE winners or how to apply for the CAPE program, please contact CCE at 858.486.0400 or visit the CCE website at www.calexcellence.org. Congratulations to all our Winners!

Call for 2004 CAPE Examiners

CCE and the University of California, Riverside want you for the 2004 Board of Examiners

It's that time of year again to select your best and brightest candidates for the 2004 CAPE Board of Examiners. Each year, CCE and UCR Extension select the top 120 people to serve on our distinguished Board. We invite you to participate! For anyone who wants to gain an extensive knowledge of the 2004 Malcolm Baldrige Award criteria and apply that knowledge while engaging in a rewarding and unique learning experience, it's time to send in your application.

The CAPE Board of Examiners is responsible for performing a comprehensive review of all examiner applications and, in turn, providing a thorough feedback report to help each award applicant improve their performance. Service on the CAPE Board of Examiners requires completion of

a case study, attendance at a three-day training course in June or July, participation on their Application Team Consensus Call, and attendance at the Application Site Visit in October. Attendance at the Governor's Recognition Reception in Sacramento sometime in November is optional. The CAPE Board of Examiners continues to be one of the most rewarding and popular volunteer experiences in the state of California. So what are you waiting for? Enrich your life with the California Council for Excellence and the California Awards for Performance Excellence.

For more information, call Megan Rexrode, CCE Public Relations Coordinator, at 858.486.0400 or via e-mail at megan@calexcellence.org.

"Anyone looking for an easy answer is going to be disappointed. It may sound easy in the speeches. It's hard to win this Baldrige Award. This isn't one of these deals where everybody gets a blue ribbon. You have to work hard. You have to be totally focused and committed to excellence. It has to be a part of your culture and your very being.

A good product, of course, is essential. It's hard to be successful if you make something somebody doesn't want to buy. You've got to have a good business plan. But the most important ingredient is a great work force — people who live and work by the principles of excellence and fairness, and team work, and personal responsibility."

*President George W. Bush
Addressing the 2003 Malcolm
Baldrige Award Winners
March 9, 2004*



Karen Trisko

"Applying the Baldrige Criteria in Your Organization" with Karen Trisko

Assessing your organization internally requires understanding of the Baldrige Criteria for Performance Excellence and the scoring system. But that alone is not enough to make an impact with Baldrige in your organization. Join us on **MAY 6-7, 2004** in Mission Viejo, CA or **OCTOBER 28-29, 2004** (Location TBA) to learn more. This lively, hands-on two-day workshop enables you to learn the meaning of the Baldrige criteria, evaluate organizations' approaches against the criteria, describe the Baldrige system effectively and enthusiastically to co-workers and management, and develop assessment implementation strategies that raise the likelihood of widespread impact. The facilitator, Karen Trisko, is a national Baldrige examiner and has served as a CAPE senior examiner, judge, and examiner trainer over seven years. She has personal experience as an internal assessor in addition to external consulting experience. For more information see page 5 or visit www.caexcellence.org



Mark Graham Brown

"Preserving the Trust: Ethics, Honesty and Greed in Today's 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 **MAY 20, 2004** in Oakland, CA 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. For more information see page 5 or visit www.caexcellence.org.



Denise Shields

DeLorenzo returns in August with the 2004 Baldrige Certification Course

"RE-INVENTING SCHOOLS: SEEKING THE PATH TO PERFORMANCE EXCELLENCE"

After the overwhelming success of the first Malcolm Baldrige Award Criteria Certification Program in January, 2004, Richard DeLorenzo is returning for a repeat performance. DeLorenzo is the dynamic Superintendent of the Chugach School District in Anchorage, Alaska which earned the distinction of being among the first winners of the Malcolm Baldrige Award in the Education Category. DeLorenzo has devoted countless hours to helping school administrators and teachers understand his formula for reinventing schools through the Baldrige Award Model.

The one-day certification course, which is co-sponsored by the University of California Riverside Extension, the Inland Empire for Excellence, and CCE, will be held at the UC Riverside Extension Center, located at 1200 University Avenue in Riverside.

The hands-on workshop is designed for individuals who wish to understand how to reinvent their schools or districts using the same techniques DeLorenzo developed at Chugach School District. This workshop will also enhance your understanding of the Malcolm Baldrige Award Criteria. All participants who complete the workshop are eligible to receive formal academic recognition and may earn academic credit through the University of California Riverside. This is an excellent opportunity to initiate a Performance Excellence program in your organization. To register, call UC Riverside Extension's Kathleen Fariss at 909.787.4105 or toll-free at 800.442.4990.



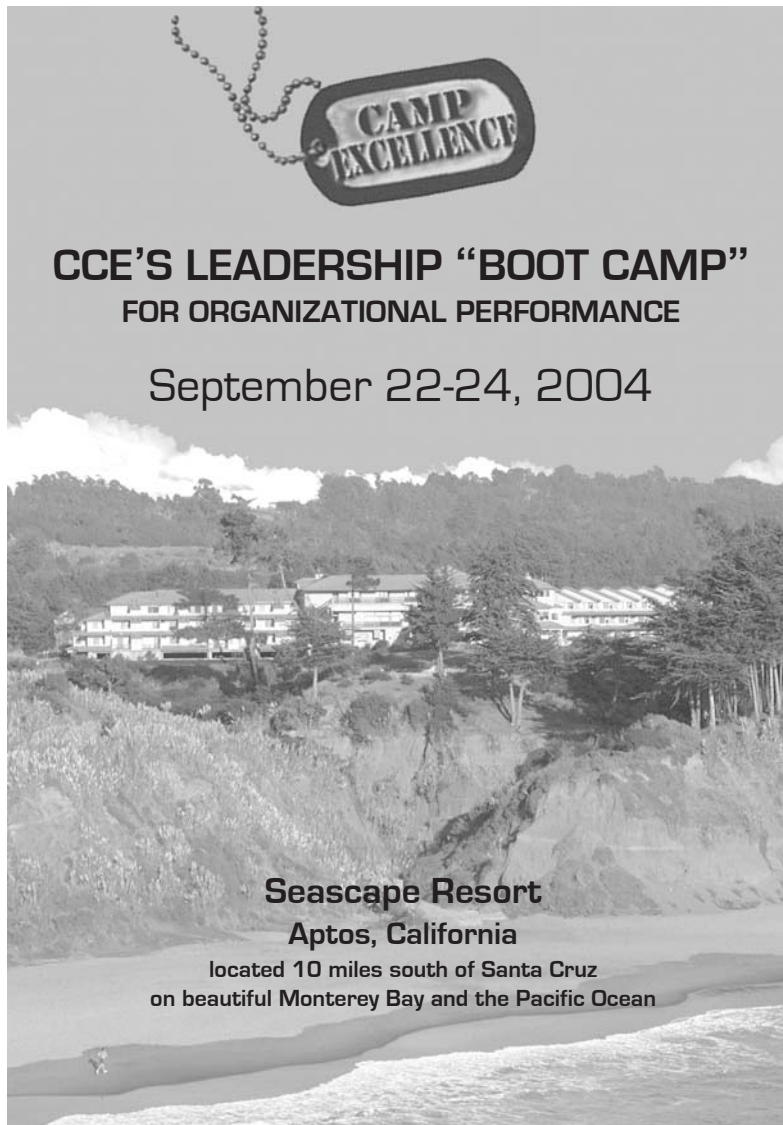
**CAMP
EXCELLENCE:
CCE'S
LEADERSHIP
"BOOT CAMP"
FOR
ORGANIZATIONAL
PERFORMANCE**

**CCE'S
BEST PRACTICE
CONFERENCE**

Over the past 16 years, California organizations have been discovering innovative ways to improve their organizational performance. Now, CCE invites you and your leadership team to join us at the magnificent four-diamond Seascape Resort on the Monterey Bay for a special conference that is guaranteed to whip your organization into shape!

"Camp Excellence" is designed for executives and managers who are responsible for leading their organization's continuous improvement efforts in several key areas including: management, strategic planning, human resources, customer satisfaction, technology, knowledge management, process improvement, supplier relations, systems, teams, and financial results.

"Camp Excellence" will feature several Malcolm Baldrige Award winners as well as best practices from many of California's most successful organizations. In addition, you'll learn from top executives how to manage people for better results in turbulent times! You'll also have a chance to attend special site visits to award-winning companies such as Dominican Hospital and Graniterock.



**Seascape Resort
Aptos, California**

located 10 miles south of Santa Cruz
on beautiful Monterey Bay and the Pacific Ocean

And, if you enjoy beautiful golf courses, plan now to participate in CCE's "Camp Excellence" golf tournament at Seascape Golf Club on Wednesday afternoon, September 22, followed by a special "Leadership Lessons by the Campfire" session that evening.

Hotel rates at the one-of-a-kind Seascape Resort are only \$159 per night and can be extended through the weekend. For more information call CCE at 858-486-0400 or visit our website at www.calexcellence.org to learn more about how you can register for CCE's leadership boot camp for your organization.

"Camp Excellence" will be a sell-out, so don't be left out! Save the dates of September 22-24 for a memorable educational experience.

**Welcome New
CCE Members**

**University of
Southern California**

**Tahoe Forest
Hospital District**

Tom Gammieri
ScrippsMercy Hospital

Christina Tabet
Baxter BioScience

Mary Zientek
ScrippsMercy Hospital

Pete Cruz
Port of San Diego

John Scott Carter
Process Improvement
Technical Consulting

Darrel Ricks
Spectrolab, Inc.

Lisa Rodefald
Spectrolab, Inc.

Regan Elliott
WesternUniversity of
Health Sciences

SAVE THE DATE • SAVE THE DATE

Get It, Set It, Move It, Prove It: UNDERSTANDING THE BALDRIGE MODEL



*“When Was the Last Time Your Organization
Had a Performance Check-Up?”*

With **Mark Graham Brown**

Presented by the CALIFORNIA COUNCIL FOR EXCELLENCE

DATE: Friday, May 21, 2004
TIME: 9:15 a.m. – 4:45 p.m.
LOCATION: Santa Rosa, CA
COST: CCE Member \$295 Non-Member \$350

This dynamic one-day training program will teach you how to use the Malcolm Baldrige National Quality Award criteria to conduct an internal assessment of your organization. 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 2004 Baldrige Award criteria and proven ways to conduct an internal assessment of your organization’s key business drivers.

Our primary 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.

Please Fax Registration to CCE at 858-486-8595

NAME: _____ TITLE: _____

COMPANY: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

PHONE () _____ FAX () _____

E-MAIL: _____

Circle Method of Payment:

MasterCard VISA American Express Check (*make check payable to CCE*) Invoice Me

Credit Card # _____ Expiration Date: _____

Name on Card: _____ Signature: _____

TOTAL \$ _____



For More Information Please Contact California Council for Excellence (CCE)

P.O. Box 1235 • Poway, CA 92074 • Ph: (858) 486-0400 • Fax: (858) 486-8595

www.calexcellence.org

*Cancellations will be honored 2 weeks prior to program less \$100 administrative fee.
Less than 2 weeks notice will be subject to a \$150 administrative fee.*

2004 TRAINING CALENDAR

*For all of the programs listed, please register online at www.caexcellence.org or call CCE at (858) 486-0400.

Get It, Set It, Move It, Prove It: Understanding the Baldrige Model

with Mark Graham Brown

This dynamic one-day training program will teach you how to use the Malcolm Baldrige National Quality Awards criteria to conduct internal assessments of your organization.

This is CCE's most popular training program because it blends quality processes with proven performance practices. Our facilitator, Mark Graham Brown, is one of the most respected Baldrige Award experts in America. His dynamic innovative training style makes these classes

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

May 21, 2004 Santa Rosa

CAPE Examiner Certification Course

Each year the California Award for Performance Excellence Council certifies individuals to serve as members of the prestigious CAPE Board of Examiners. This honor is reserved for those who meet our highest standards and complete the Examiner Certification course.

This course will teach you how to read, score and evaluate an application to the CAPE program using the same case studies and criteria as the 2003 Malcolm Baldrige National Quality Awards program. You will learn how to conduct an applicant site visit and write a meaningful feedback report to help your applicant improve their performance.

Upon completion of this comprehensive course, you will have mastered the most advanced statewide training program offered in the MBNQA criteria. You will also be eligible to serve on an examination team for the 2003 CAPE program.

*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.caexcellence.org.

CCE Members: \$495
Non-Members: \$595

June 28-30, 2004 Rancho Cordova (Sacramento)
July 7-9, 2004 Rancho Bernardo (San Diego)
July 14-16, 2004 Long Beach

CAPE Examiner Re-Certification Course

Available to 2003 Certified Examiners Only: \$325

June 28-30, 2004 Rancho Bernardo (San Diego)
July 7-9, 2004 Rancho Cordova (Sacramento)

Assessor Certification: Applying the Baldrige Criteria in Your Organization

with Karen Trisko

Assessing your organization internally requires understanding of the Baldrige Criteria for Performance Excellence and the scoring system. But that alone is not enough to make an impact with Baldrige in your organization. This lively, hands-on two-day workshop enables you to learn the meaning of the Baldrige criteria, evaluate organizations' approaches against the criteria, describe the Baldrige system effectively and enthusiastically to co-workers and management, and develop assessment implementation strategies that raise the likelihood of widespread impact. The facilitator, Karen Trisko, is a national Baldrige examiner and has served as a CAPE senior examiner, judge, and examiner trainer over seven years. She has personal experience as an internal assessor in addition to external consulting experience.

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

May 6-7, 2004 Mission Viejo
October 28-29, 2004 Northern CA

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

September 10, 2004 San Diego (Kearny Mesa)

continues next page

2004 TRAINING CALENDAR CONTINUED

Effective Team Problem Solving

with Laurie Broedling, Ph.D. and Cal Cohn

This seminar is part of the Teaming to Excellence series. This one-day hands-on seminar provides skills in using the tools of problem-solving and process improvement in a team setting. In essence, it covers the "how" a team produces tangible results for themselves and their organization using the CTEA awards criteria as a framework.

This seminar is highly interactive. Participants will work in teams during the day to solve a problem using a detailed case study. 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 collect the right data that provide clear indicators of the effectiveness of current processes.
- How to create graphical analysis tools that provide teams evidence on which to make decisions.
- How to use statistical process control to chart key processes.
- How to make effective presentations to management.

CCE Members: \$149 Non-Members: \$179
June 10, 2004 Rancho Cordova (Sacramento)

Preserving the Trust

Ethics, Honesty and Greed in Today's 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
May 20, 2004 Oakland, CA

The Dynamics of Work Teams

Achieving Breakthrough Results is not luck! It's the result of using the power of Dynamic Teams in the Workplace. This half-day seminar will help you implement high performance work teams in the workplace. And, it's appropriate for any type of team whether it's an established work group or an ad hoc team formed for a single project. The material is useful to anyone involved in teams including: managers, team leaders, team facilitators, process improvement coordinators, and team members.

Cal Cohn and Laurie Broedling, Ph.D. are experts in the design and implementation of work teams.

What you will learn:

- The characteristics that distinguish productive teams from work groups.
- How to get teams focused on the critical elements for success.
- How the team leadership role determines the evolution of the team.
- How to create a model for effective decision-making and problem solving.

CCE Members: \$149 Non-Members: \$179
June 10, 2004 Rancho Cordova (Sacramento)

**SPECIAL THANKS to CCE's
2004 Sponsoring Members**

The Boeing Company

3M

North Island Financial Credit Union

University of California Riverside

Zinc Matrix Power

Shields Resource Group

Cedars-Sinai Medical Center

Language Line Services

National University

NuVision Credit Union

Bank of America

MiniTab

Delta Dental

Naval Surface Warfare Center, Corona Division

CCE Military Council Luncheon MAY 13, 2004

Featuring Admiral "Mac" McLaughlin



CCE's Military Council, in sponsorship with the Navy's Leadership Luncheon Series, will feature Rear Admiral John P. "Mac" McLaughlin, Ret. on Thursday, May 13, at the Admiral Kidd Club in San Diego. The activities will begin at 11:30 am with a Networking Session followed by the luncheon at 12:00 noon. ADM McLaughlin will speak on "Gung Ho Leadership: How to Overcome Anything to Accomplish Your Goals."

Retired Rear Admiral Mac McLaughlin serves as the Chief Operating Officer of The Midway Museum, which will become the world's largest navel museum when it opens in June.

Admiral McLaughlin graduated from the U.S. Naval Academy in 1972, and obtained his Master's Degree in Public Relations from Troy State University. His achievements in the Navy have been highly recognized. He received the Legion of Merit, Meritorious Service, Navy Commendation and Navy Achievement Medals.

As a COO of Midway his ultimate goal is to create a historical world-class navy museum for education in math and sciences. He proposes to achieve this goal through

continues next column



Meet CAPE's 2004 Chair



Rob Grasso

Rob Grasso joined the CAPE Council in 1999 and became Chair of the Council this year. The CAPE Council is the volunteer leadership organization within the California Council for Excellence that oversees California's "baby-Baldrige" Award program. During his tenure with CAPE, Rob has been an examiner, a senior examiner, a judge and



SPOTLIGHT ON THE BOARD

Howard Chambers

*Vice President/General Manager
Air Force Airlift and Tanker Programs
Integrated Defense Systems*

Since his arrival at Boeing Integrated Defense Systems as Vice President and General Manager of Air Force Airlift and Tanker Programs, Howard Chambers has successfully crafted a culture of excellence at Boeing. Howard is responsible for the business, technical, and production operations of Boeing's military transport and tanker programs. For the past five years, Howard has led his organization to unprecedented levels of achievement and increased the C-17 program's production and sales.

During his tenure, Boeing's C-17 program became the first recipient of the prestigious California Governor's Award for Overall Excellence, the highest honor bestowed to an organization as part of the California Awards for Performance Excellence (CAPE) program.

Today, the California Council for Excellence is proud to have Howard Chambers as its Treasurer and a member of the CCE Board of Directors. Howard serves as the site executive for the activities of Boeing's Integrated Defense Systems units in Palmdale, Long Beach, and Edwards Air Force Base, California. Previously, he served as vice president and general manager of the C-17 Globemaster III transport program.

Howard earned his bachelor's degree in mechanical engineering with a major in aerospace engineering from the University of Tennessee. He is a recipient of the Silver Knight of Management, Executive of the Year, and Gold Knight of Management awards from the National Management Association.

Military Council Luncheon, continued

the use of interactive applications (visual and physical effects). The museum ultimately could link with high tech high schools and help underprivileged students.

For reservations and program information, please contact CCE at 858-486-0400 or visit CCE's website at: www.caexcellence.org

an examiner trainer. He clearly understands the workings of a Fortune 500 Company having been a senior manager with the Boeing Company for many years.

In his current role with Boeing, Rob serves as the senior manager of the Industrial Engineering organization on the C-17 Production Operations Integrated Process Team at Boeing. His organization is responsible for the performance management metrics, reports and performance analysis for the C-17 production organization. Rob has been involved with the internal assessment process at McDonnell Douglas/Boeing for ten years.

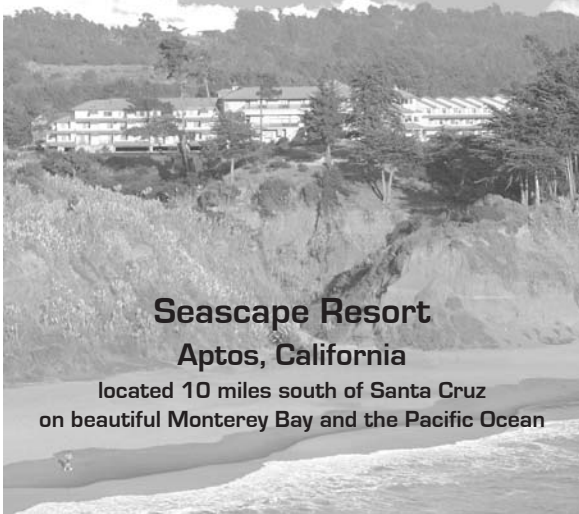
In March of 2000, Rob was presented the Golden State Award for Individual Performance Excellence by the California Council for Excellence's Board of Directors. To contact Rob Grasso, call 562-593-2489 or email him at robert.s.grasso@boeing.com.

CALIFORNIA COUNCIL FOR EXCELLENCE PRESENTS



CCE'S LEADERSHIP "BOOT CAMP"
FOR ORGANIZATIONAL PERFORMANCE

September 22-24, 2004



Seascape Resort
Aptos, California

located 10 miles south of Santa Cruz
on beautiful Monterey Bay and the Pacific Ocean

Enlist Now!

for "CAMP EXCELLENCE"
CCE's Annual Best Practices Conference

Wednesday, Thursday & Friday
September 22-24, 2004

Seascape Resort on Monterey Bay
Aptos, CA

FEATURING:

- Four Pre-Conference Training Programs including two half-day site visits
- Eight Performance Excellence Workshops
- "Education & Baldrige" Forum for Administrators
- Two outstanding Keynote Speakers
- Products and Services Exhibits
- Leadership Workshop
- Success Stories from 2003 CAPE and CTEA Award Winners plus Malcolm Baldrige Winners

Call **858-486-0400** or visit www.calexcellence.org
to enlist for "Camp Excellence"!



**CALIFORNIA COUNCIL
FOR EXCELLENCE**

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THANK YOU!