



2016 Course Offerings



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Table of Contents

About MSQPC	3
Lean Six Sigma	4
Root Cause Analysis	7
Performance Metrics/Internal Auditing	8
Professional Development Courses	9
Process Activated Training System®	15
Quality Award Programs	17
• Malcolm Baldrige Performance Excellence Program	18
• Greater Memphis Chamber Quality Cup	20

About MSQPC



History

The origin of the Mid-South Quality Productivity Center (MSQPC) began with an introduction of the Total Quality Management (TQM) movement during the late 1980's. Under the visionary leadership of the presidents of the then Memphis Regional Chamber and State Technical Institute at Memphis, a Tennessee Board of Regents (TBR) grant was applied for and was awarded to develop the only Center of Emphasis in Quality and Productivity in the State of Tennessee.

The close alliance that was forged between these two entities during late 1985, made possible the formulation of one of the nation's first public-private partnerships devoted to improving quality and productivity within a major metropolitan area of the nation. A formal dedication of MSQPC occurred on April 21, 1988, with the assistance of Dr. Myron Tribus, a national leader in the quality movement.

The Mid-South community derives extraordinary benefits through MSQPC as a total quality-productivity improvement resource. The Center is unique in its program offerings to service, manufacturing, educational, small business, governmental and not-for-profit organizations, and has maintained a reputation as a cutting edge resource center for Mid-South organizations by providing innovative consulting, training and public workshops in ISO 9000, Malcolm Baldrige National Quality Award Assessments, benchmarking trips to world-class organizations and teleconferences featuring nationally renowned quality-productivity experts.

Vision, Mission, Values

We are committed to:

- Our partnership between The Greater Memphis Chamber and Southwest Tennessee Community College
- Treating our employees, customers, and suppliers with equal respect
- Promoting continuous quality improvement and innovative practices
- Following ethical business practices
- Providing continuous learning opportunities for our employees and Consulting Associates
- Forming strategic partnerships

Memphis Lean Six Sigma Institute - Lean Six Sigma

What is Six Sigma?

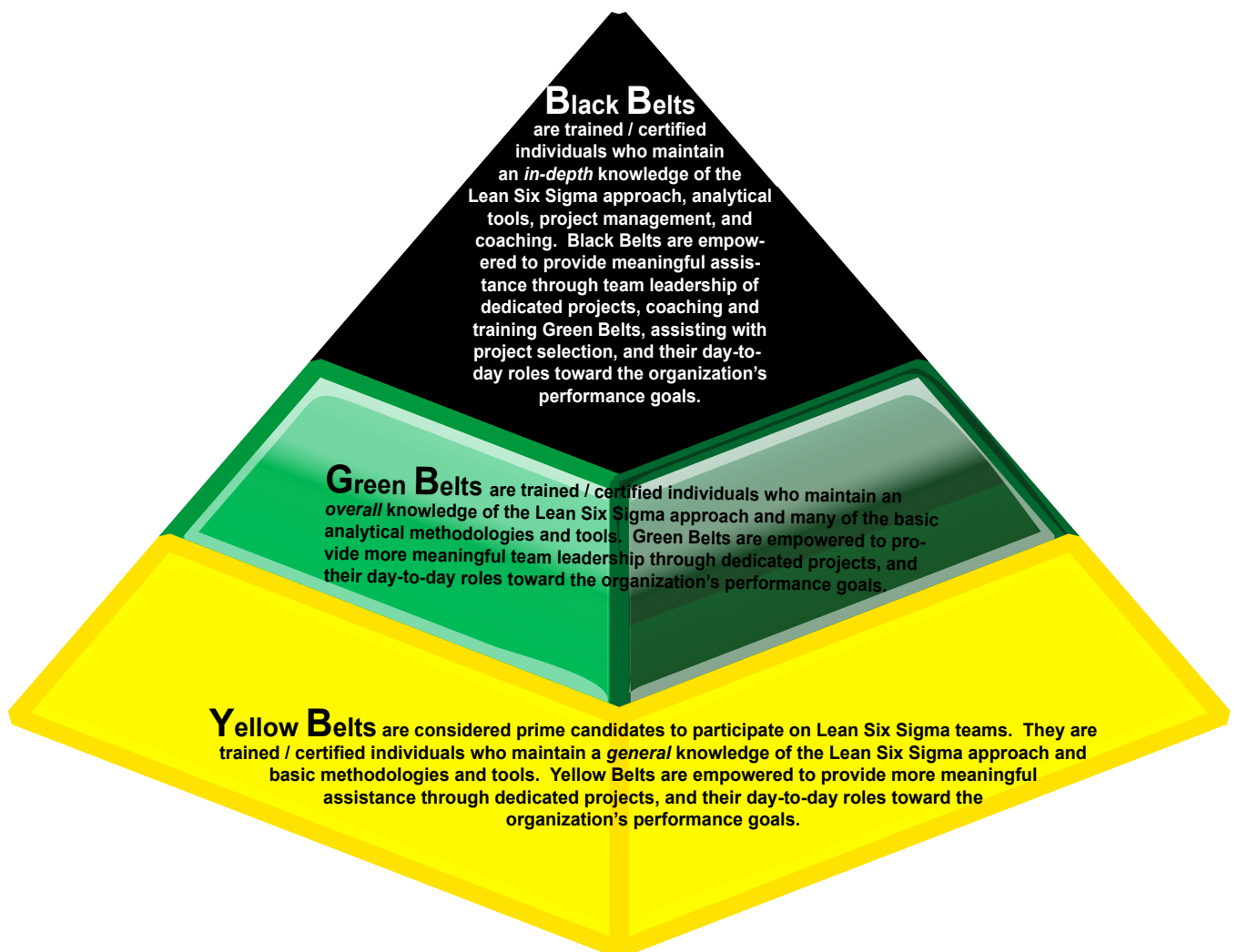
Lean Six Sigma can be described as a statistical method to eliminate waste and improve efficiency in an organization's processes. With history dating back to 1981 at Motorola, Lean Six Sigma has been taken to an extraordinary level that spans across an array of industries beyond manufacturing. Now found in the service and transactional environment, Lean Six Sigma brings a refreshing outlook on business process improvement for how a company defines, measures, analyzes, improves and controls both operations and financials.

Through the use of Lean Six Sigma, companies:

- Enhance problem solving effectiveness by providing a model for deeper analysis of problems
- Clarify the difference between analytical and creative thinking, and determine when each is most useful
- Promote the ability to provide problem-solving support in situations where one is not an expert in the process or technology involved
- Expand the range of tools available for analysis of problems

What does it take to implement Lean Six Sigma?

When a company has made a commitment to implementing Lean Six Sigma, the company either chooses to do a 'top-down approach' or a 'bottom-up approach'. Each approach has its pros and cons as would any Lean Six Strategy. However, regardless the strategy, there are roles and responsibilities that are imperative to your company's Lean Six Sigma success. Our Lean Six Sigma Pyramid can help you determine how your Lean Six Sigma strategy should incorporate the following roles and responsibilities:



Course Objectives

Lean Six Sigma **Yellow Belt** \$750.00/\$650.00 (Greater Memphis Chamber Member Discount)

Quality Basics:

- The Who, What, Where, When and How of Quality and Continuous Improvement

Six Sigma Basic Philosophy and Concepts:

- What is Six Sigma?
- Basic Philosophy of Six Sigma

Basic Lean Concepts:

- Categories of Waste
- Lean Solutions
- DMAIC

The Team Approach:

- Team Concept
- Roles of Lean Six Sigma Belts

Basic Lean Six Sigma Project and Team Tools Approach:

- Charter
- Flow Chart
- In-class Statapult project



Lean Six Sigma **Green Belt** \$4,500.00/\$4,000.00 (Greater Memphis Chamber Member Discount)

- Apply Six Sigma's DMAIC methodology
- Apply root cause analysis techniques
- Work with a Black Belt in a Six Sigma improvement team
- Apply the tools to improve his/her functional area
- Understand how to greatly improve customer satisfaction
- Impact the company's bottom line

Lean Six Sigma **Black Belt** \$8,500.00/\$8,000.00 (Greater Memphis Chamber Member Discount)

Basic Overview of Quality and Improvement Approaches

Lean Six Sigma Methodology

The DMAIC Project Approach

Sigma Levels

Define Phase Overview:

- Key Charter Elements
- Team Project Management
- Basic Project Management Tools

Measure Phase Overview:

- Potential Inputs
- Types of data/data collection
- Measurement System Analysis
- Failure Mode and Effects Analysis

Lean Six Sigma Black Belt (continued)

Analyze Phase Overview:

- Understanding Variation/Distributions
- Normality/Hypothesis /Proportions Testing
- Analysis Tools

Improve Phase Overview:

- Generating/Prioritizing Solutions
- Assessing Risk
- Management Principles
- Testing Solutions
- Basic Lean Principles and Applications

Control Phase Overview:

- Levels of Control and Oversight
- Standard Work
- Control Plans

Project Workshop

Certification Exam

Champion Training

Champions are individuals who maintain a general knowledge of the Lean Six Sigma approach and basic methodologies and tools. Champions are leaders in the organization that empower the successful completion of strategically aligned projects, and support Lean Six Sigma efforts driving toward the organization's performance goals.

Memphis Lean Six Sigma Institute Evening Black Belt

In order to provide a more convenient and user friendly approach to Lean Six Sigma Black Belt training and certification, the Mid-South Quality Productivity Center offers an evening Black Belt certification program. This 16-week course can be conducted at your site once a week on the evening of your choice.

The Black Belt course includes "hands-on" exercises, reference materials, and ongoing coaching and support from our certified instructors. Each participant will work on a project with their respective organization, providing practical experience for the Black Belt candidate, which will enforce the skills they learn in class and produce a tangible benefit for their organization.

This is a unique opportunity for members of Mid-South organizations to attain their Black Belt while minimizing the time away from their daily work responsibilities. This course is conducted in a live classroom setting as opposed to on-line or blended courses to allow the participant an opportunity for peer-to-peer interaction, problem solving, project reporting, and accountability that cannot be experienced through e-courses.



Root Cause Analysis \$549.00/\$529.00 (Greater Memphis Chamber Member Discount)

Six Sigma Lite - Effective problem solving without the heavy statistics!

This two-day course is filled with lectures, practices and role plays that will provide participants with an in-depth understanding of how to analyze a system in order to identify the root causes of problems.

Course Overview:

- The difference between problem solving and root cause analysis
- Some common problem solving models and their weaknesses
- Five steps for performing root cause analysis
- Critical tools for performing root cause analysis

Course Objectives:

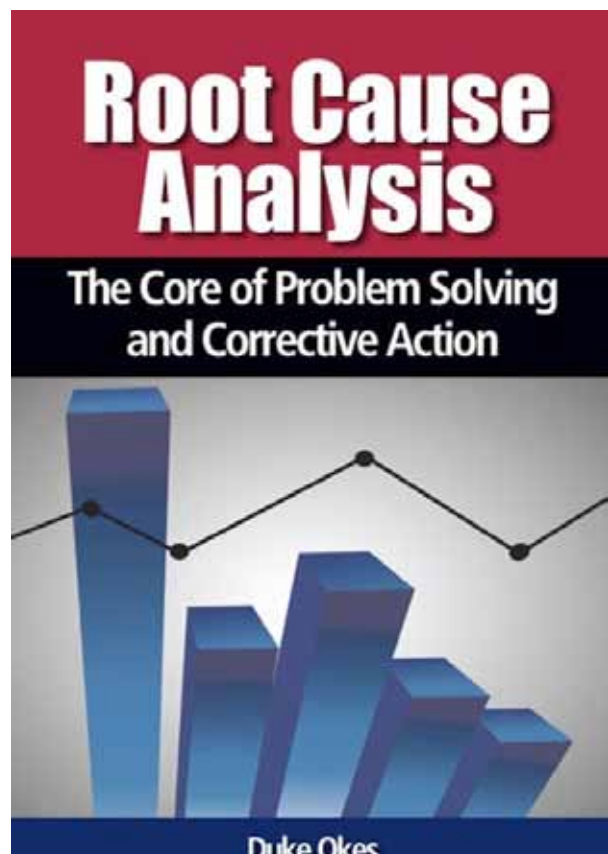
- Enhance problem solving effectiveness by providing a model for more deeply analyzing problem situations.
- Clarify the difference between analytical and creative thinking, and when each is most useful.
- Promote the ability to provide problem-solving support in situations where one is not an expert in the process or technology involved.
- Expand the range of tools available for analysis of problem situations.

Who should attend:

Quality and process engineers, technicians, corrective action coordinators or managers; supervisors, team leaders, and process operators; anyone who wants to improve their ability to solve recurring problems. It is recommended that participants have some previous experience with the seven QC tools (pareto, flowchart, cause & effect diagram, histogram, run chart, check sheet & scatter diagram).

Course outline:

- Differences between Root Cause Analysis (RCA) and problem solving
- Effective Models for RCA
- Selecting and Defining a Problem
- Understanding a Process
- Identifying Possible Causes
- Data Collection and Analysis
- Role Play – Consulting for RCA
- Practice – Case Studies
- The Rest of the Problem Solving Process



Performance Metrics

This workshop will present a process for selecting what to measure, how to specify in sufficient detail the “what” and “how” in order to create the metric, as well as how to report, review, and act on them. The basics such as differences between leading & lagging indicators, outcomes vs. controls, and efficiency vs. effectiveness will be discussed as well as more difficult issues such as aligning metrics and identifying gaps and conflict.

A balance of lecture, discussion and case studies will be used to allow participants to gain insights into their own situations as well as build expertise in applying the concept to any organization.

Key course objectives: Participants will be able to:

- Identify metrics based on organizational strategy and/or process needs
- Define the detailed components related to each metric
- Assess a set of metrics for gaps, conflict and alignment
- Define optimum methods for displaying metrics
- Use metrics to define appropriate organizational actions

Course Topics:

- Process management as the basis of organizational management
- Strategic, operational, and individual views of process management
- How metrics support and drive process management
- Types of metrics and their impact on organizational focus and timing
- How to select and align and define metrics
- Metrics data collection, analysis, reporting and use
- The psychological impact of metrics
- The metrics life cycle

Who Should Attend:

This course is appropriate for anyone who is involved in process management and/or improvement, whether it is at the department/process level or of the entire organization. It is applicable to any type of organization, whether they are in the education, government, healthcare, manufacturing or service arena.

Internal Auditing

ISO International Standards ensure that products and services are safe, reliable and of good quality. For business, they are strategic tools that reduce costs by minimizing waste and errors and increasing productivity. They help companies to access new markets, level the playing field for developing countries and facilitate free and fair global trade.

Internal Auditor Training \$550.00/\$499.00 (Greater Memphis Chamber Member Discount)

This two-day workshop provides the essential skills and know-how needed in conducting internal quality system audits. Participants are taught how to examine and evaluate the effectiveness of their facility's quality assurance. Coverage focuses on the development of auditor skills and the recommended conduct during an audit, as well as taking the participant through every phase of the internal quality audit cycle from planning through closure. The workshop includes lectures, problem exercises, case studies and group discussion.

Executive Overview

For organizations considering ISO 9001:2008 certification, MSQPC offers a free two-hour overview to explore landmark Quality standards. This Executive overview focuses on the most significant topics and issues of interest to those involved in the decision to pursue registration and to those who will be responsible for implementing the registration process. This two-hour interactive overview will explain how to develop an implementation plan and how to become certified and registered.

FranklinCovey Courses & Training

Team Development Courses

Essential Skills for Managers and Supervisors

\$499/\$479 (Greater Memphis Chamber Member Discount)

CHALLENGES OF EVERY LEADER:

A two-day workshop that focuses on team leaders' internal skills and external interaction with their team members. The DiSC Classic and Conflict Management profiles provide insight for individuals to work effectively with their team. Communication, consensus and collaboration are utilized in class to develop effectiveness as leaders.

Motivation and the importance of recognition are discussed to help in attaining goals. Emphasis is on engaging team members through involving them in setting values, vision and mission for quality results.

WHO SHOULD ATTEND?

New and more experienced managers and supervisors who desire to hone their leadership skills and confidence in building an effective team.

RESULTS YOU WILL ACHIEVE:

- Renewed insight into own personality and how it impacts direct reports. Have set SMART Goals for unit
- Identified steps for constructive feedback and delegation to implement goals
- Greater appreciation for communication with others

Making Diversity Work for You (Strategically & Tactically)

\$349/\$429 (Greater Memphis Chamber Member Discount)

COURSE SUMMARY

This one-day course consisting of discussions of personal experiences, facilitated small and large group interaction, and role play will provide attendees with an opportunity to develop organizational, strategic and tactical goals for making diversity effective across the workforce.

The following topics will be covered:

- The broad scope of diversity situations in the workplace
- Determine one's own level of diversity knowledge, understanding, acceptance and behavior (Discovering Diversity Profile)
- Define diversity concepts of prejudice, discrimination, and stereotyping
- Develop essential elements of a strategic plan for all persons working together effectively
- Apply learning to a personal action plan to increase productivity and a positive work climate

COURSE OBJECTIVES:

This program is designed to help participants:

Understand and appreciate diversity in the workplace
Recognize harmful effects to the company and individuals by stereotyping and discrimination
Review strategies of communicating effectively across the workforce
Establish essential alignment from the shop floor to the board room for productivity and positive organizational climate
Assist each person in the development of and commitment to their action plan

WHO SHOULD ATTEND?

All staff members who have responsibilities for improving the company bottom-line and improving workplace morale

Teaming Effectively

\$299/\$279 (Greater Memphis Chamber Member Discount)

CHALLENGES OF WORKING TOGETHER

Focus on your workplace team using the DiSC Indra on-line profile prior to the workshop. This workshop gives teams the opportunity to and discuss the DiSC Indra characteristics of CONTROL, ADAPT, AFFILIATE AND DETACH.

WHO SHOULD ATTEND?

Staff who interact with others within and outside of their department and/or organization will benefit from the seminar. Members of work teams and project/quality improvement teams will grow in appreciation of the dynamics of being a team.

RESULTS YOU WILL ACHIEVE:

- Improved understanding of the difficulties involved when working toward common goals.
- Take with you a set of values, common vision and mission that can guide your team to accomplish those goals.
- Have a clearer appreciation for how you fit into your team and others interaction with you during daily activities.
- Ability to serve as team leader/member with renewed commitment.

Individual Development

The 7 Habits for Highly Effective People

\$1099/\$999 (Greater Memphis Chamber Member Discount)

This three-day workshop based on the proven principals found in Dr. Stephen R. Covey's best-selling business book, "The 7 HABITS OF HIGHLY EFFECTIVE PEOPLE" helps organizations achieve sustained results by focusing on making individuals and leaders more effective. Participants apply timeless principles that yield greater productivity, improve communication, strengthen relationships, increase influence and focus on critical priorities.

WHO SHOULD ATTEND?

Leaders who want to learn to take initiative, balance key priorities, improve interpersonal communication, leverage creative collaboration and apply principles for achieving a balanced life.

RESOURCE MATERIALS:

- * The 7 Habits of Highly Effective People book.
- * A 174 page workbook for classroom use.
- * The 7 Habits 360 Benchmark Assessment
- * The FranklinCovey Planning System
- * Weekly Compass for planning for effectiveness daily.

Communicating Effectively

\$250/\$225 (Greater Memphis Chamber Member Discount)

CHALLENGES OF COMMUNICATION

In today's world of abbreviations and phrases, what is said is often not what is meant to be communicated.

Some people speak in generalities, while others depend on in-depth detail to convey and understand messages.

In this one-day workshop, the scope of communicating and the values we base our words, drawings, and symbols will be discussed in depth. Learning how to apply these lessons to the workplace and determining a model of communication with the chain of command will allow attendees to understand the importance of communicating effectively.

WHO SHOULD ATTEND?

Staff at all levels in organizations looking to enhance their communication skills, tear down barriers to being understood and build bridges of understanding.

RESULTS YOU WILL ACHIEVE

- Develop a greater understanding of the importance of various aspects of communicating effectively.
- Determine specific aspects of delegation to whom, when, and what not to delegate.
- Reviewed how you provide leadership to accomplish goals and do they engage your team in working toward completion.

Time Mastery

\$299/\$279 (Greater Memphis Chamber Member Discount)

This one day workshop will help participants identify and leave behind habits that hinder productivity and design processes for getting the most out of each minute of your day.

Learn the art of self management with the Time Mastery Profile as you review the twelve critical categories of:

- Attitudes
- Interruptions
- Analyzing
- Written Communication
- Meetings
- Delegation
- Priorities
- Planning
- Procrastination
- Scheduling
- Goals
- Team Time

This complete assessment tool can help in setting priorities and managing your life and time more effectively.

In addition to the 36-page profile, participants will receive meeting planners, a set of Franklin Covey weekly compasses, formats for tracking your time, and indispensable time management tips that are immediately applicable to your personal and professional life. In two months, a second profile will be provided on-line two to see how participants have mastered targeted areas for improvement.

Keeping Lifelong Loyal Customers

This one day workshop leads participants step-by-step through development of their approach to serving the customer with complete satisfaction.

COURSE OBJECTIVES:

- Distinguish between serving and satisfying internal and external customers.
- Understand that you really do represent the organization
- Learn to use the phone effectively
- Develop methods for handling customer complaints
- Have greater appreciation for the communication model
- Role play both phone and face-to-face customer interactions
- Be prepared to apply the Six Step Customer Satisfaction Model to all aspects of your position

WHO SHOULD ATTEND?

Staff who have internal/external interactions with customers.

Organizational Development

The 4 Disciplines of Execution

\$499/\$479 (Greater Memphis Chamber Member Discount)

CHALLENGES OF EXECUTING YOUR STRATEGIC PLANS:

Many organizations have a strategic plan but lack a plan of EXECUTION. This process allows leaders to identify their lead vs. lag measures in order to apply them to important goals which are displayed on a scoreboard to create accountability among all associates. **Recommended for in-house teams of five or more.**

WHO SHOULD ATTEND?

Leaders at all levels that need to implement plans with the assistance of a team.

RESULTS YOU WILL ACHIEVE!

- Identify your essential goals
- Determine lead measures to determine team progress
- Post lead measures to track team goals
- Realize the importance of creating team accountability

RESOURCE MATERIALS:

- A 70 page workbook
- Execution Resource CD with web link to forms for tracking progress on goals with lead and lag measures
- Book: "Execution Essentials"
- Weekly Compass for planning tasks for your team

Inspiring Trust

\$399/\$379 (Greater Memphis Chamber Member Discount)

CHALLENGE OF BUILDING AND MAINTAINING TRUST IN THE WORKPLACE:

Trust is common to every individual, relationship, team, family, organization, nation, economy, and civilization throughout the world. Lack of trust can destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership and the strongest character. When leaders are trusted, followers will give their best efforts—voluntarily.

WHO SHOULD ATTEND?

Leaders at all levels that depend on their team to meet goals, work independently, and develop customer loyalty, will gain insight to be a trusted leader.

RESULTS YOU WILL ACHIEVE!

- Understand how trust will produce better results—faster—with less cost.
- Identify system policies and procedures that hinder trust and how to overcome those barriers
- Be able to apply 13 behaviors to develop trust within your team and across units of the organization.

RESOURCE MATERIALS:

- Book: The Speed of Trust, Stephen M. R. Covey
- CD with trust planning tools
- DVD to share with associates
- Manual, Trust Cards and a 21 day planner

Leading Organizational Change

\$199/\$189 (Greater Memphis Chamber Member Discount)

CHALLENGES OF IMPLEMENTING CHANGE IN THE WORKPLACE:

This practical workshop will provide leaders a format to implement change processes in their organization. Resistance and resilience of team members will be addressed to move the change to implementation and consolidation.

WHO SHOULD ATTEND:

Team leaders planning for change, in transition and preparing for unforeseen organizational change.

RESULTS YOU WILL ACHIEVE!

- Develop guidelines for preparing the challenges of change
- Preparation for the anticipated resistance to change
- Gain an overall view of the process of change
- Identify supporters essential for a successful implementation of the change.

Strategic Planning for Balanced Results

\$299 /\$279 (Greater Memphis Chamber Member Discount)

COURSE SUMMARY

This one-day workshop leads participants step-by-step through development of their strategic plan using 1) Key Result Areas, 2) Measurable Indicators, 3) Specific Objectives and 4) Action Plans.

WHO SHOULD ATTEND?

All senior leaders (CEO, VP, Directors, Managers) with responsibilities for development and implementation of the organization's strategic plan.

FranklinCovey® Signature Courses

7 Habits Fundamentals \$399/\$379 (Greater Memphis Chamber Member Discount)

This one-day seminar is a quick but comprehensive experience of “The 7 Habits of Highly Effectively People”.

WHO SHOULD ATTEND? All leaders who desire to create a culture of positive interaction with and among team members will find the 7 directions to help them move in the right direction.

RESULTS YOU WILL ACHIEVE!

- Identify new habits that will take you to where you want to go and achieve goals
- View challenges that confront you personally and professionally
- Appreciate the importance of being interdependent on others at home and work
- Begin to use the “Weekly Compass” to give insight to accomplish more quality events

The 4 Disciplines of Execution \$499/\$479 (Greater Chamber Member Discount)

Many organizations have a strategic plan but lack a plan of EXECUTION. This process allows leaders to identify their lead vs. lag measures in order to apply them to important goals which are displayed on a scoreboard to create accountability among all associates. **Recommended for in-house teams of five or more.**

WHO SHOULD ATTEND? Leaders at all levels that need to implement plans with the assistance of a team.

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- Book: “Execution Essentials”
- Weekly Compass for planning tasks for your team

Inspiring Trust in Waves \$399/\$379 (Greater Memphis Chamber Member Discount)

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WHO SHOULD ATTEND? Leaders at all levels that depend on their team to meet goals, work independently, and develop customer loyalty, will gain insight to be a trusted leader.

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- Understand how trust will produce better, faster results with less cost.
- Identify system policies and procedures that hinder trust and how to overcome those barriers
- Be able to apply 13 behaviors to develop trust within your team and across units of the organization.

RESOURCE MATERIALS:

- Book: The Speed of Trust, Stephen M. R. Covey
- CD with trust planning tools
- DVD to share with associates
- Manual, Trust Cards and a 21 day planner

FranklinCovey® Signature Courses (continued)

The 7 Habits for Managers \$999/\$899 (Greater Memphis Chamber Member Discount)

This two-day seminar combines the concepts of Managing Yourself before Leading Others with the 7 Habits. Participants focus on being proactive vs. reactive, methods to tap hidden resources, goal setting, leading projects, recognizing your team and making win-win performance agreements through your synergistic team. Designed to help managers and supervisors perform their roles effectively, this workshop will help you apply principles from The 7 Habits of Highly Effective People to create balance in a healthy, cohesive work environment.

WHO SHOULD ATTEND? All managers and supervisors needing to improve relationships with direct reports.

RESULTS YOU WILL ACHIEVE!

- How to resist overreacting to difficult situations.
- The importance of responsibility, accountability and commitment.
- Skills for building trust among co-workers.
- Effective management of self and others.
- Methods to unleash the potential of your team.

RESOURCE MATERIALS:

- Book: "The 7 Habits of Highly Effective People".
- An 81 page manual and audio CD.
- "Management Essentials", a 132 page book of resources for dealing with leadership challenges

The 7 Habits for Highly Effective People \$1099/\$999 (Greater Memphis Chamber Member Discount)

This three-day workshop based on the proven principals found in Dr. Stephen R. Covey's best-selling business book, "The 7 HABITS OF HIGHLY EFFECTIVE PEOPLE" helps organizations achieve sustained results by focusing on making individuals and leaders more effective. Participants apply timeless principles that yield greater productivity, improve communication, strengthen relationships, increase influence and focus on critical priorities.

WHO SHOULD ATTEND? Leaders who want to learn to take initiative, balance key priorities, improve interpersonal communication, leverage creative collaboration and apply principles for achieving a balanced life.

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- The FranklinCovey Planning System
- Weekly Compass for planning for effectiveness daily.



Process Activated Training System® (PATS)

Looking for an economical and effective way to train? Then you need "PATS!"

PATS - What is it?

The Process Activated Training System®, or "PATS," designed by Dr. Donald C. Fisher, is a Baldrige-based, structured, systematic, method of delivering on-the-job training. It is a quality approach to ensuring that training is accomplished in a consistent, efficient basis. Watch a video of Dr. Fisher giving an overview of "PATS." (1 minute, 19 seconds. About a one-minute download, so be patient!)

PATS is a revolutionary way of teaching people in an organization about work processes by focusing on individual work processes involved in a job. This is a behavioral-based teaching and learning process that creates an environment of continuous learning and cycle-time reduction at the job site. PATS simplifies the teaching and learning processes by centering on the mastery of job processes.

PATS - Why use it?

The PATS program makes it affordable for every organization to call on the expertise of the finest training team in the world. These trainers are not outside consultants or training specialists. These trainers are the people who have the most experience and an understanding of every aspect of the organization's business. The best trainers are already on the job in the organization - they're on the payroll. PATS also integrates well with ISO 9001:2000 training requirements and Six Sigma projects!

- Re-Engineers Training
- Simplifies Teaching and Learning Process
- Formalizes On-The-Job Training (OTJ)
- Reduces Process Cycle Time
- Reduces Learning Cycle Time
- Process Activated Learners (PALS)
- Subject Matter Experts (SMEs)
- Basic Training Cycle Time Reduced
- Transfer Key Process Knowledge Through Workforce
- HERO List (Helpful Employee Resource On-Site)
- SME Certification
- Recognizes Back Stage Employees
- Identifies Star of the Show



PATS replaces unread manuals with simple, short learning sessions. The entire training program is developed in-house, by the people who do the work. PATS directly relates to training requirements for ISO 9000:2000.

- Best Practices are documented
- Learning session plans are developed
- Just-in-time learning/knowledge
- Session plans are written by employees
- Peer-driven learning
- Employees identify process problems

PATS - Who uses it?

Scores of companies across the United States are currently using PATS to structure their training programs. Among these are FedEx, the United States Postal Service (USPS), Volvo GM Heavy Truck Corporation, One Source Industries, LLC., The Memphis Group, Sears Logistics Services, The Peabody Hotel, The Regional Medical Center at Memphis, Baptist Regional Medical Center (Corbin, KY), Oregon International Airfreight Global Logistics, and Searcy Uniforms.

Quality Award Programs

Malcolm Baldrige Performance Excellence Program

What is Baldrige?

The Malcolm Baldrige Performance Excellence Program's mission is to improve the competitiveness and performance of U.S. organizations for the benefit of all U.S. residents, the Baldrige Performance Excellence Program is a customer-focused federal change agent that develops and disseminates evaluation criteria, manages the Malcolm Baldrige National Quality Award, promotes performance excellence and provides global leadership in the learning and sharing of successful strategies and performance practices, principles, and methodologies.

History

In the mid-1980s, U.S. leaders realized that American companies needed to focus on quality in order to compete in an ever-expanding, demanding global market. Then-Secretary of Commerce Malcolm Baldrige was an advocate of quality management as a key to U.S. prosperity and sustainability. After he died in a rodeo accident in July 1987, Congress named the Award in recognition of his contributions.

Congress created the Award Program to:

- identify and recognize role-model businesses
- establish criteria for evaluating improvement efforts
- disseminate and share best practices



What is the Malcolm Baldrige National Quality Award?

The Malcolm Baldrige National Quality Award is the highest level of national recognition for performance excellence that a U.S. organization can receive. Congress established the Baldrige Program in 1987 to recognize U.S. companies for their achievements in quality and business performance and to raise awareness about the importance of quality and performance excellence in gaining a competitive edge. Congress originally authorized the Baldrige Award to include manufacturing, service, and small business organizations; Congress expanded eligibility to education and health care organizations in 1998. Nonprofit organizations, including government agencies, became eligible for the award in 2007. A total of 18 awards may be given annually across the six categories—manufacturing, service, small business, education, health care, and nonprofit. Within the overall limit of 18, there is no limit on awards in individual categories. To receive the Baldrige Award, an organization must have a role-model organizational management system that ensures continuous improvement in the delivery of products and/or services, demonstrates efficient and effective operations, and provides a way of engaging and responding to customers and other stakeholders. The award is not given for specific products or services. The Baldrige Criteria for Performance Excellence provide a framework that any organization can use to improve overall performance. The Criteria are organized into seven categories: Leadership; Strategic Planning; Customer Focus; Measurement, Analysis, and Knowledge Management; Workforce Focus; Operations Focus; and Results.

What are the Baldrige criteria?

The Baldrige performance excellence criteria are a framework that any organization can use to improve overall performance. Seven categories make up the award criteria:

Leadership—Examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.

Strategic planning—Examines how the organization sets strategic directions and how it determines key action plans.

Customer focus—Examines how the organization determines requirements and expectations of customers and markets; builds relationships with customers; and acquires, satisfies, and retains customers.

Measurement, analysis, and knowledge management—Examines the management, effective use, analysis, and improvement of data and information to support key organization processes and the organization's performance management system.

Workforce focus—Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.

Process management—Examines aspects of how key production/delivery and support processes are designed, managed, and improved.

Results—Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, operational performance, and governance and social responsibility. The category also examines how the organization performs relative to competitors.

The criteria are used by thousands of organizations of all kinds for self-assessment and training and as a tool to develop performance and business processes. Several million copies have been distributed since the first edition in 1988, and heavy reproduction and electronic access multiply that number many times.

For many organizations, using the criteria results in better employee relations, higher productivity, greater customer satisfaction, increased market share, and improved profitability. According to a report by the Conference Board, a business membership organization, "A majority of large U.S. firms have used the criteria of the Malcolm Baldrige National Quality Award for self-improvement, and the evidence suggests a long-term link between use of the Baldrige criteria and improved business performance."

Which organizations have received the award?

- 2009—Honeywell Federal Manufacturing & Technologies, MidwayUSA, AtlantiCare, Heartland Health, VA Cooperative Studies Program Clinical Research Pharmacy Coordinating Center
- 2008—Cargill Corn Milling North America, Poudre Valley Health System, and Iredell-Statesville Schools
- 2007—PRO-TEC Coating Co., Mercy Health Systems, Sharp HealthCare, City of Coral Springs, and U.S. Army Research, Development and Engineering (ARDEC)
- 2006—Premier, Inc. MESA Products Inc., and North Mississippi Medical Center
- 2005—Sunny Fresh Foods Inc., DynMcDermott Petroleum Operations, Park Place Lexus, Jenks Public Schools, Richland College, and Bronson Methodist Hospital
- 2004—The Bama Companies, Texas Nameplate Company Inc., Kenneth W. Monfort College of Business, and Robert Wood Johnson University Hospital Hamilton
- 2003—Medrad Inc., Boeing Aerospace Support, Caterpillar Financial Services Corp., Stoner Inc., Community Consolidated School District 15, Baptist Hospital Inc., and Saint Luke's Hospital of Kansas City
- 2002—Motorola Inc. Commercial, Government and Industrial Solutions Sector, Branch Smith Printing Division, and SSM Health Care
- 2001—Clarke American Checks Inc., Pal's Sudden Service, Chugach School District, Pearl River School District, and University of Wisconsin-Stout
- 2000—Dana Corp.-Spicer Driveshaft Division, KARLEE Company Inc., Operations Management International Inc., and Los Alamos National Bank
- 1999—STMicroelectronics Inc.-Region Americas, BI, The Ritz-Carlton Hotel Co. L.L.C., and Sunny Fresh Foods
- 1998—Boeing Airlift and Tanker Programs, Solar Turbines Inc., and Texas Nameplate Co. Inc.
- 1997—3M Dental Products Division, Solectron Corp., Merrill Lynch Credit Corp., and Xerox Business Services
- 1996—ADAC Laboratories, Dana Commercial Credit Corp., Custom Research Inc., and Trident Precision Manufacturing Inc.
- 1995—Armstrong World Industries Building Products Operation and Corning Telecommunications Products Division
- 1994—AT&T Consumer Communications Services, GTE Directories Corp., and Wainwright Industries Inc.
- 1993—Eastman Chemical Co. and Ames Rubber Corp.
- 1992—AT&T Network Systems Group/ Transmission Systems Business Unit, Texas Instruments Inc. Defense Systems & Electronics Group, AT&T Universal Card Services, The Ritz-Carlton Hotel Co., and Granite Rock Co.
- 1991—Solectron Corp., Zytec Corp., and Marlow Industries
- 1990—Cadillac Motor Car Division, IBM Rochester, Federal Express Corp., and Wallace Co. Inc.
- 1989—Milliken & Co. and Xerox Corp. Business Products and Systems
- 1988—Motorola Inc., Commercial Nuclear Fuel Division of Westinghouse Electric Corp., and Globe Metallurgical Inc.

Greater Memphis Chamber Quality Cup

The Mid-South Quality Productivity Center presents the 13th Annual Greater Memphis Chamber Quality Cup Award, recognizing individual teams and organizations that make exceptional contributions to their employers' quality improvement programs. Winning teams and organizations serve as regional and national role models, encouraging others to accept principles and practices that lead to continuous improvement and customer satisfaction. This year's winners will receive a commemorative trophy and two complimentary application writing hours to assist in the preparation for the Malcolm Baldrige Award (state level).

Gold award (for teams) - Entry Fee: \$350.00/\$300.00 (Greater Memphis Chamber Member Discount)

Who is eligible for the **Gold** award?

Awards are available to teams in the following six categories (multiple teams are allowed from the same organization):

- Educational institutions
- Government units and agencies
- Healthcare organizations
- Manufacturing companies
- Service organizations
- Small Businesses



New **Platinum** award (for organizations) \$600.00/\$500.00 (Greater Memphis Chamber Member Discount)

Who is eligible for the **Platinum** award?

This new award will recognize performance within organizations and is based on the seven categories of the Malcolm Baldrige National Quality Award Criteria for Performance Excellence. The categories are:

1. Leadership
2. Strategic Planning
3. Customer Focus
4. Measurement, Analysis and Knowledge Management
5. Workforce Focus
6. Operations Focus
7. Results

An organization is considered as any entity that fits into one of the following categories:

- Entire companies/organizations
- Division, branch or department within a larger organization
- Non-profit and not-for-profit organizations
- City/county governments
- Healthcare organizations
- Educational institutions/school districts
- Manufacturing companies
- Service organizations

Organizations may nominate more than one team/organization, but will need to submit a nomination form for each submission.

Feedback:

Nominees will be provided with the judges' comments for each of the judging criteria, but without commentary or explanation.

Deadline:

Nominations must be received by February 22, 2013.

For information on the 2013 Greater Memphis Chamber Quality Cup Award, visit www.msqpc.com

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The Mid-South Quality Productivity Center (MSQPC), a Tennessee Board of Regents Center of Emphasis, is a partnership between the Greater Memphis Chamber and Southwest Tennessee Community College. For 25 years, MSQPC has championed market excellence for organizations on a global scale by offering training and consulting to enhance quality and employee development.