

**Baldrige Brand and Customer Requirements Research
Online Survey Questionnaire (Phase I: Exploratory)**

E-MAIL INVITATION FOR BALDRIGE-PROVIDED SAMPLE LIST (BRANDED)

Dear X:

Aeffect, Inc. is an independent marketing research firm that is conducting a brief survey on behalf of the Baldrige Performance Excellence Program, formerly known as the Baldrige National Quality Program. The survey focuses on quality and performance improvement initiatives in companies and organizations like yours, with the purpose of the survey to gain feedback in order to improve Baldrige program offerings and services. We are not selling anything; we are simply interested in the past experiences and opinions of top executives like yourself on this very important topic. The survey will take about 10 to 15 minutes to complete. Your contact information and survey answers will remain confidential and anonymous. You can take the survey at: www.aeffect.com. We thank you in advance for your valuable input.

E-MAIL INVITATION FOR AEFFECT PURCHASED SAMPLE LIST (UNBRANDED)

Dear X:

Aeffect, Inc. is an independent marketing research firm that is conducting a brief survey on quality and performance improvement initiatives in companies and organizations like yours. We are not selling anything; we are simply interested in the past experiences and opinions of top executives like yourself on this very important topic. The survey will take about 10 to 15 minutes to complete. Your contact information and survey answers will remain confidential and anonymous. You can take the survey at: www.aeffect.com. We thank you in advance for your valuable input.

BURDEN STATEMENT

NOTE: This questionnaire contains collection of information requirements subject to the Paperwork Reduction Act (PRA). Notwithstanding any other provisions of the law, no person is required to respond to, nor shall any person be subject to penalty for failure to comply with, a collection of information subject to the requirements of the PRA, unless that collection of information displays a currently valid OMB Control Number. The estimated response time for this questionnaire is 10 to 15 minutes. The response time includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this estimate or any other aspects of this collection of information, including suggestions for reducing the length of this questionnaire, to the National Institute of Standards and Technology, Attn., **POINT OF CONTACT, EMAIL ADDRESS, PHONE NUMBER**. The OMB Control No. is 0693-0031, which expires on 02/29/2012.

Respondents	Number of Respondents	Responses Per Respondents	Average Hours Per Response	Response Burden in Hours
Total	600	1	15/60	150

SCREENING QUESTIONS AND AWARENESS OF BALDRIGE

1. Are you responsible or do you share responsibility for making decisions regarding the improvement of your organization's performance (e.g., improving leadership/management practices, strategic planning, customer satisfaction, knowledge management, employee retention, process management, performance results, etc.)?

A. Yes	1	THANK AND END
B. No	2	
C. Don't Know	-1	

2. What one category best describes your organization?

Business (n=150)		QUOTA
Manufacturing	1	(n=75)
Service	2	(n=75)
Education (n=150)		
Education (K-12)	3	(n=75)
Education (Higher Education)	4	(n=75)
Health Care (n=150)		
Health Care	5	(n=150)
Government/Non-Profit (n=150)		
Government	6	(n=75)
Not-for-profit	7	(n=75)
Definitely not one of these categories	8	TERMINATE
Don't Know	-1	

[IF MANUFACTURING, SERVICE, GOVERNMENT, OR NON-PROFIT IN Q2 (CODES 1, 2, 6, OR 7), SKIP TO Q4.]

3. Is your organization for-profit or not-for-profit? **[OBTAIN NATURAL FALLOUT. IF DIFFICULTY MEETING NOT-FOR-PROFIT QUOTA IN Q2, MAY CLASSIFY AS NON-PROFIT IF CODE 2 in Q3.]**

For-profit	1
Not-for-profit	2

4. Approximately how many employees does your organization employ at all locations?

1-9 employees	1	[SMALL]
10-49 employees	2	If Codes 1 or 2 in Q2,
50-99 employees	3	Obtain Quota (n=50)
100-299 employees	4	[MEDIUM]
300-499 employees	5	If Codes 1 or 2 in Q2,
		Obtain Quota (n=50)
500-999 employees	6	[LARGE]
1,000-4,999 employees	7	If Codes 1 or 2 in Q2,
5,000 employees or more	8	Obtain Quota (n=50)
Don't Know	-1	THANK AND END

5. What quality or performance excellence organizations, programs, approaches or awards are you aware of? Please enter your response below. You may enter as many as come to mind.

6. Which of the following quality or performance excellence organizations, programs, approaches or awards have you heard of? You may have already mentioned some of these in the previous question, but choose all that apply. [ROTATE]

	<u>Aware</u>
A. The Baldrige Performance Excellence Program, formerly known as the Baldrige National Quality Program	1
B. Malcolm Baldrige National Quality Award	2
C. Balanced Scorecard	3
D. The Deming Award	4
E. State or Local Quality Awards	5
F. Baldrige-based Consultants	6
G. The International Organization for Standardization (ISO)	7
H. The Joint Commission on the Accreditation of Healthcare Organizations (JCAHO)	8
I. Lean	9
J. J.D. Power and Associates	10
K. Six Sigma	11
L. ISO 9000 or other ISO standard	12
M. Shingo Prize	13
N. None	18
O. Don't Know	19

[ASK Q7 ONLY IF RESPONDENT ANSWERS CODES 1 OR 2 (AWARE OF BALDRIGE) IN Q6. OTHERWISE, SKIP TO Q9] IMPORTANT NOTE: THE BALDRIGE NATIONAL QUALITY PROGRAM CHANGED ITS NAME TO THE BALDRIGE PERFORMANCE EXCELLENCE PROGRAM IN OCTOBER OF 2010. FROM THIS POINT FORWARD IN THE SURVEY, IT WILL BE REFERRED TO BY ITS NEW NAME.

7. Which of the following Baldrige Performance Excellence Program products or services, if any, have you heard of? Choose all that apply. [ROTATE]

A. Criteria for Performance Excellence	1
B. Education Criteria for Performance Excellence	2
C. Health Care Criteria for Performance Excellence	3
D. easy Insight Self-Assessment Tool	4
E. Are We Making Progress Questionnaires	5
F. Quest for Excellence Conference	6
G. Baldrige Regional Conferences	7
H. Baldrige Board of Examiners	8
I. Award Process and Feedback	9
J. Baldrige Case Studies	10
K. Award Recipient Videos	11
L. Award Recipient Profiles and Application Summaries	12
M. None of the above	13

[IF NOT AWARE OF ANY PRODUCTS OR SERVICES IN Q7 (CODE 13), CODE RESPONDENT AS "NON-CUSTOMER" (QUOTA n=300) AND SKIP TO Q9.]

8. Please indicate when, if ever, your organization...? [ROTATE]

	In past year	About 1-2 years ago	About 2-4 years ago	More than 4 years ago	Never	Don't Know
A. Applied for the Malcolm Baldrige National Quality Award	1	2	3	4	5	-1
B. Received a Malcolm Baldrige National Quality Award	1	2	3	4	5	-1
C. Downloaded or used self-assessment materials/questionnaires from the Baldrige web site	1	2	3	4	5	-1
D. Downloaded or read through the Baldrige Criteria for Performance Excellence from the web site	1	2	3	4	5	-1
E. Implemented some or all of the Baldrige Criteria for Performance Excellence	1	2	3	4	5	-1
F. Had an employee serve as an Examiner for the Malcolm Baldrige National Quality Award	1	2	3	4	5	-1
G. Attended a local meeting associated with the Malcolm Baldrige National Quality Award or Baldrige Performance Excellence Program	1	2	3	4	5	-1
H. Attended a Quest for Excellence Conference (Official Conference of the Malcolm Baldrige National Quality Award) or a Baldrige Regional Conference	1	2	3	4	5	-1

IF CODES 1-2 FOR ANY ITEM IN Q8, CODE RESPONDENT AS "CURRENT CUSTOMER."

IF CODES 3-4 FOR ANY ITEM IN Q8 BUT NO CODES 1-2, CODE RESPONDENT AS "LAPSED CUSTOMER."

QUOTA n=300 FOR TOTAL OF "CURRENT CUSTOMERS" AND "LAPSED CUSTOMERS."

IF CODES 5 OR -1 FOR ALL ITEMS IN Q8, CODE RESPONDENT AS "NON-CUSTOMER" (QUOTA n=300).

QUESTIONS FOR ALL RESPONDENTS

9. When it comes to improving your organization’s performance, which of the following are your greatest needs? Choose all that apply. [ROTATE]
10. Of these needs [CHOSEN IN Q9], please rank the top 3 in order of importance, with 1 being most important, 2 being second most important, and 3 being third most important. [IF ONLY PICK ONE, SKIP TO Q11. IF ONLY PICK TWO RESPONSES, THEY ONLY RANK TWO.]

	<u>Q9 Need</u>	<u>Q10 Rank</u>
A. Improved information management	1	
B. Improved workforce recruitment and retention	2	
C. Stronger leadership	3	
D. Strategic planning	4	
E. Customer engagement and loyalty	5	
F. Knowledge management	6	
G. Workforce focus (employee/faculty/staff)	7	
H. Process management and improvement	8	
I. Organizational performance measurement and analysis	9	
J. Better quality employees/staff/faculty	10	
K. Creation of internal performance assessment processes	11	
L. Organizational sustainability	12	
M. Other (Specify)_____	13	

11. Which of the following quality or performance excellence activities, if any, has your organization been involved with or used in the past few years? Please choose all that apply.

My organization has... [ROTATE]

A. Applied for a local or state quality/excellence award	1	IF NO TO CODES 1-4 (ALL 4), SKIP TO Q.13
B. Applied for a quality/excellence award specific to my industry	2	
C. Applied for another type of quality/excellence award	3	
D. Joined a local or state quality/excellence <u>program</u>	4	
E. Conducted an internal award process or self-assessment	5	
F. Used Lean principles to improve organization performance	6	
G. Used Six Sigma principles to improve organization performance	7	
H. Used ISO principles to improve organization performance	8	
I. Used Baldrige Criteria for Performance Excellence to improve organization performance	9	
J. Used other principles/criteria to improve organization performance (Please Specify) _____	10	
K. Not been involved with any quality/excellence programs or tools	11	

12. What was your organization's primary goal in applying for an award or joining a quality or performance excellence program? Please choose one. [ROTATE]

- | | |
|--|----|
| A. Feedback | 1 |
| B. Recognition | 2 |
| C. To improve overall business performance | 3 |
| D. To validate progress on improvements | 4 |
| E. Other (Specify)_____ | 5 |
| F. Don't Know | -1 |

13. Compared to five years ago, how important is improving quality and performance in your organization?

- | | |
|----------------------------|----|
| A. Much more important | 5 |
| B. Somewhat more important | 4 |
| C. Neither | 3 |
| D. Somewhat less important | 2 |
| E. Much less important | 1 |
| F. Don't Know | -1 |

14. How would you rate your senior leadership's interest in a quality or performance management program?

- | | |
|--------------------------|----|
| A. Very Interested | 5 |
| B. Somewhat Interested | 4 |
| C. Neither | 3 |
| D. Not Very Interested | 2 |
| E. Not Interested At All | 1 |
| F. Don't Know | -1 |

15. What steps have you taken to improve your organization's performance? Please be as detailed as possible.

16. Thinking about your expectations of an organization that is designed to assist your organization in terms of improving quality and performance, how strongly do you agree or disagree that this organization should...? [ROTATE]

	<u>Strongly Disagree</u>	<u>Disagree</u>	<u>Neither</u>	<u>Agree</u>	<u>Strongly Agree</u>	<u>Don't Know</u>
A. Offer practical/non-theoretical guidance and solutions	1	2	3	4	5	-1
B. Offer materials that cannot be found elsewhere	1	2	3	4	5	-1
C. Offer solutions specific to my organization and industry	1	2	3	4	5	-1
D. Offer cutting edge solutions and tools	1	2	3	4	5	-1
E. Provide leadership training	1	2	3	4	5	-1
F. Meet a wide range of needs beyond quality and performance excellence	1	2	3	4	5	-1
G. Offer employee training programs	1	2	3	4	5	-1
H. Provide organizational/structural efficiency consultation	1	2	3	4	5	-1
I. Provide on-site evaluations of day-to-day operations	1	2	3	4	5	-1
J. Supply certification upon successful completion of recommended activities	1	2	3	4	5	-1
K. Confer an award after successful completion of recommended activities	1	2	3	4	5	-1
L. Provide web-based tools and solutions	1	2	3	4	5	-1
M. Provide "hands on" consulting	1	2	3	4	5	-1

17. How familiar are you with each of the following programs or performance principles? [ROTATE]

	<u>Not At All Familiar</u>	<u>Not Very Familiar</u>	<u>Somewhat Familiar</u>	<u>Very Familiar</u>	<u>Don't Know</u>
A. Baldrige Performance Excellence Program	1	2	3	4	-1
B. ISO	1	2	3	4	-1
C. Lean	1	2	3	4	-1
D. Six Sigma	1	2	3	4	-1
E. Balanced Scorecard	1	2	3	4	-1
F. Shingo Prize	1	2	3	4	-1
G. The Joint Commission on the Accreditation of Healthcare Organizations (JCAHO)	1	2	3	4	-1

18. [ASK FOR BRANDS MENTIONED IN Q6] Which of these quality or performance excellence organizations, programs, approaches or awards has your organization ever used, participated in, or competed for? Record any other similar organizations, programs, approaches or awards that you are aware of that are not listed and answer the question for them as well. Choose all that apply. [ROTATE]
19. [ASK FOR BRANDS MENTIONED IN Q18] Of these, which quality or performance excellence awards has your organization received in the past few years or from which organizations has your organization received such an award? Choose all that apply.
20. [ASK FOR BRANDS MENTIONED IN Q6] Of all of the quality or performance excellence awards listed or that you entered, which one of these awards is most valued in your industry today? Select one award only.

	Q18: Used, participated in, <u>competed for</u>	Q19: Awards <u>won</u>	Q20: Most Valued <u>Award</u>
A. The Baldrige Performance Excellence Program	1	1	1
B. Malcolm Baldrige National Quality Award	2	2	2
C. Balanced Scorecard	3	3	3
D. The Deming Award	4	4	4
E. State or Local Quality Awards	5	5	5
F. Baldrige-based Consultants	6	6	6
G. The International Organization for Standardization (ISO)	7	7	7
H. The Joint Commission on the Accreditation of Healthcare Organizations (JCAHO)	8	8	8
I. Lean	9	9	9
J. J.D. Power and Associates	10	10	10
K. Six Sigma	11	11	11
L. ISO 9000 or other ISO standard	12	12	12
M. Shingo Prize	13	13	13
N. Other (specify: _____)	14	14	14
O. Other (specify: _____)	15	15	15
P. Other (specify: _____)	16	16	16
Q. Other (specify: _____)	17	17	17
R. None	18	18	18
S. Don't Know	19	19	19

[ONLY ASK Q21 IF “VERY FAMILIAR”/“SOMEWHAT FAMILIAR”/“NOT VERY FAMILIAR” WITH BALDRIGE (CODES 2, 3 AND 4 IN Q17). OTHERWISE, SKIP TO Q22.]

21. When you think of the Baldrige Performance Excellence Program and the Malcolm Baldrige National Quality Award in particular, what comes to mind? Please enter in your answer below and be as detailed as possible.

22. How strongly do you agree or disagree with each of the following statements as they relate to the quality/performance excellence programs or performance principles below?

RESPONDENT ANSWERS FOR ONLY THOSE BRANDS THEY ARE VERY/SOMEWHAT FAMILIAR WITH (CODES 3 AND 4 IN Q17). RESPONDENT ANSWERS Q22 SERIES FOR A MAXIMUM OF TWO BRANDS. BALDRIGE MUST BE ONE OF THESE BRANDS IF PARTICIPANT IS FAMILIAR WITH IT. ROTATE LIST.

[Brand List: Baldrige Performance Excellence Program, ISO, Lean, Six Sigma, Balanced Scorecard]

[BRAND ...]	Strongly Disagree										Strongly Agree										Don't Know
A. Is relevant to my organization	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
B. Is worth the effort to implement	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
C. If implemented, demonstrates an organization is committed to quality and performance excellence	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
D. Is as important today as it was when it was created	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
E. Is motivating	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
F. Is important to management	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
G. Is important to customers and stakeholders	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
H. Is important to employees	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
I. Is valued around the world	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1
J. Requires a great deal of involvement/commitment	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10	-1

[IF "NOT VERY FAMILIAR" OR "NOT AT ALL FAMILIAR" WITH BALDRIGE (CODES 3 OR 4 IN Q17), SKIP TO Q39. OTHERWISE, CONTINUE.]

BALDRIGE PERFORMANCE EXCELLENCE PROGRAM AND MALCOLM BALDRIGE NATIONAL QUALITY AWARD

The next series of questions focuses on the Baldrige Performance Excellence Program and everything it offers, including the Malcolm Baldrige National Quality Award. Please answer these questions the best you can, regardless of your familiarity with the Program and Award, as all perceptions are valuable.

23. Overall, how would you rate the reputation of the Baldrige Performance Excellence Program and the Malcolm Baldrige National Quality Award? Would you say it is...?

- A. Excellent 5
- B. Very good 4
- C. Good 3
- D. Fair 2
- E. Poor 1

F. Don't know

-1

24. What does the Baldrige Performance Excellence Program do well? What are its strengths? Please enter in your answer below and be as detailed as possible.

25. In what ways or in what areas does the Baldrige Performance Excellence Program need to improve? Please enter in your answer below and be as detailed as possible.

26. Please indicate whether each of the following has had a positive influence, negative influence, or no influence on your opinion of the Baldrige Performance Excellence Program and the Malcolm Baldrige National Quality Award. **[ROTATE]**

	<u>Positive influence</u>	<u>Negative influence</u>	<u>No influence</u>
A. Baldrige educational materials	1	2	3
B. Baldrige Criteria for Performance Excellence	1	2	3
C. Quest for Excellence conference	1	2	3
D. Baldrige conference/group presentations	1	2	3
E. Annual regional Baldrige conferences	1	2	3
F. State/local quality programs	1	2	3
G. The experiences of previous Baldrige Award recipients	1	2	3
H. The Baldrige web site	1	2	3
I. Baldrige Examiner Training	1	2	3
J. Articles or news pieces featuring Baldrige	1	2	3
K. Word of mouth	1	2	3
L. Other (Specify: _____)	1	2	3
M. None of the above	1	2	3

27. How well does each statement describe the Baldrige Performance Excellence Program? [ROTATE]

	Does Not Describe At All				Describes Very Well	Don't Know
A. A performance feedback program	1	2	3	4	5	-1
B. A group of business consultants	1	2	3	4	5	-1
C. A government watchdog group	1	2	3	4	5	-1
D. A performance training program	1	2	3	4	5	-1
E. A system for improving the output of an organization	1	2	3	4	5	-1
F. A tool for assessing the current state and success of an organization	1	2	3	4	5	-1
G. A performance education program	1	2	3	4	5	-1
H. A national award for quality or performance excellence	1	2	3	4	5	-1
I. A program that offers guidelines and criteria for making business improvements	1	2	3	4	5	-1
J. A government-supported group that provides financial support to businesses	1	2	3	4	5	-1
K. A program that enhances the competitiveness, quality, and productivity of U.S. organizations	1	2	3	4	5	-1

28. How does the Baldrige Performance Excellence Program compare to other quality or performance excellence programs in the U.S.? Is it...

- | | |
|---|----|
| A. Much better than other programs | 5 |
| B. Somewhat better than other programs | 4 |
| C. About the same as other programs | 3 |
| D. Not quite as good as other programs | 2 |
| E. Not nearly as good as other programs | 1 |
| F. Don't Know | -1 |

29. What, if anything, differentiates the Baldrige Performance Excellence Program from other quality or performance excellence programs or methodologies in the U.S.? Please enter in your answer below and be as detailed as possible.

30. How helpful are each of the following products and services offered by the Baldrige Performance Excellence Program? [ROTATE ITEMS, IF NOT MENTIONED IN Q7, DO NOT ASK IN Q30.]

		Not Very Helpful			Very Helpful		Have Not Used
		1	2	3	4	5	
A.	Criteria for Performance Excellence	1	2	3	4	5	-1
B.	Education Criteria for Performance Excellence	1	2	3	4	5	-1
C.	Health Care Criteria for Performance Excellence	1	2	3	4	5	-1
D.	easy Insight Self-Assessment Tool	1	2	3	4	5	-1
E.	Are We Making Progress Questionnaires	1	2	3	4	5	-1
F.	Quest for Excellence Conference	1	2	3	4	5	-1
G.	Regional Conferences	1	2	3	4	5	-1
H.	Examiner Training	1	2	3	4	5	-1
I.	Award Process and Feedback	1	2	3	4	5	-1
J.	Baldrige Case Studies	1	2	3	4	5	-1
K.	Award Recipient Videos	1	2	3	4	5	-1
L.	Award Recipient Profiles and Application Summaries	1	2	3	4	5	-1

31. What types of products and services should Baldrige offer that the organization does not currently provide? Please enter your response below and be as detailed as possible.

32. How strongly do you agree or disagree with each of the following statements about the Malcolm Baldrige National Quality Award? [ROTATE]

		Strongly Disagree			Strongly Agree		Don't Know
		1	2	3	4	5	
A.	The Baldrige Award is a prestigious recognition of high quality performance	1	2	3	4	5	-1
B.	There are substantial organizational benefits from receiving the Baldrige Award	1	2	3	4	5	-1
C.	The costs for applying for the Baldrige Award outweigh its potential benefits	1	2	3	4	5	-1
D.	Applying for the Baldrige Award is a very complicated process	1	2	3	4	5	-1
E.	I would want my organization to invest in becoming a recipient of this award	1	2	3	4	5	-1
F.	I associate a recipient of this award with leadership	1	2	3	4	5	-1
G.	I associate a recipient of this award with efficiency	1	2	3	4	5	-1
H.	I associate a recipient of this award with spending a lot of time and money on the effort	1	2	3	4	5	-1
I.	I associate a recipient of this award with success	1	2	3	4	5	-1

33. What companies or organizations are you aware of that have received the Malcolm Baldrige National Quality Award? Please list all that you can recall. If none, please enter "none."

34. What steps have you taken in terms of applying for the Malcolm Baldrige National Quality Award in the future? Choose all that apply.

- A. We have talked about it 1
- B. We have investigated it 2
- C. We are still considering whether or not to apply in the future 3
- D. We are currently involved in the application process 4
- E. We applied this year 5
- F. We have decided not to apply 6
- G. No discussions at all/no steps taken 7

35. Regardless of whether or not it is your decision, how likely is your organization to apply for the Malcolm Baldrige National Quality Award in the next few years?

- | | | |
|------------------------|---|-------|
| A. Definitely will | 5 | GO TO |
| B. Probably will | 4 | Q36A |
| C. May or may not | 3 | GO TO |
| D. Probably will not | 2 | Q36B |
| E. Definitely will not | 1 | |

36. A. Why do you feel that way? Please enter in your answer below and be as detailed as possible.
 _____ (SKIP TO Q37)

B. Why do you feel that way? Please enter in your answer below and be as detailed as possible.

[IF AWARE OF BALDRIGE PROGRAM OR AWARD BUT NEVER DOWNLOADED MATERIALS/ BALDRIGE CRITERIA FROM WEB SITE (Q8C AND Q8D = 5 OR -1), ASK Q37. IF NOT, SKIP TO Q38.]

37. What factors prevent or discourage your organization from using the Baldrige Criteria for self-assessment and improvement (e.g., time/amount of effort, cost/lack of resources, lack of senior leadership support)? Please enter in your answer below and be as detailed as possible.

[IF LAPSED CUSTOMER - USED BALDRIGE SERVICES 2 OR MORE YEARS AGO (Q8A-H = 3 OR 4 FOR ANY, BUT NOT 1 OR 2 FOR ANY), ASK Q38. IF NOT, SKIP TO Q39.]

38. Why did you stop using the Baldrige Program's products and services? What could the program do to regain your business? Please enter in your answer below and be as detailed as possible.

DEMOGRAPHICS

39. Which of the following best describes the role you have at your organization?

- | | |
|---|---|
| Owner | 1 |
| Senior Officer (President, VP, C-Level) | 2 |
| Director | 3 |
| Manager | 4 |
| Supervisor | 5 |
| Administrator | 6 |
| Other (Specify: _____) | 7 |

40. How long have you been in your current position?

- | | |
|--------------------|---|
| Less than one year | 1 |
| 1 – 2 years | 2 |
| 3 – 5 years | 3 |
| 6 – 10 years | 4 |
| More than 10 years | 5 |

41. Which of the following best describes your department or area of work?

- | | |
|-----------------------|---|
| Production | 1 |
| Human Resources | 2 |
| Finance | 3 |
| Marketing | 4 |
| Quality Control | 5 |
| Management | 6 |
| Other (Specify) _____ | 7 |

42. What current sources do you use for gathering information on quality and performance excellence? Please choose all that apply. [ROTATE]

- | | |
|---|---|
| A. Industry conferences | 1 |
| B. Industry publications (SPECIFY: _____) | 2 |
| C. Web sites (SPECIFY: _____) | 3 |
| D. Books by experts in the field (SPECIFY: _____) | 4 |
| E. Internal sources (wikis, white papers, etc.) | 5 |
| F. Senior leadership | 6 |
| G. Other (SPECIFY: _____) | 7 |
| H. None | 8 |

43. So that we can track the geographic representation of participants, please indicate the 5-digit zip code for the location of your business/organization.

[THANK AND END]

