

**National Public Health Leadership Development Network
Balderson Leadership Project Award
RUNNER-UP**

CDC~Leadership and Management Institute

Team Members:

Name	Grad. Year	Credentials	Job Title	Place of Employment
Lynn Gibbs Scharf	2005	MPH	Deputy Director	CDC
Jerilyn Gilbert	2005			CDC
Kathy Kirkland	2005			CDC
Stefan Weir	2005			CDC
Karen Willis	2005	BA, RN		CDC

**Team represents the Division of State and Local Readiness in the Coordinating Office of Terrorism Preparedness and Emergency Preparedness*

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Enhancing Performance Through the Malcolm Baldrige National Quality Award

The Division of State and Local Readiness (DSLRL) in the Coordinating Office of Terrorism Preparedness and Emergency Preparedness is a comparatively new division at the CDC, formed in 2003 to review Bioterrorism Cooperative Agreement (BTCA) applications from 62 State and Territorial Projects. DSLRL conducts and coordinates technical reviews, provides funding recommendations for BTCA activities, and evaluated the preparedness of funding recipients. To accomplish these activities requires a focus on service to internal and external customers, fiscal management, and adherence to quality standards at all times; as a new organization, DSLRL has an opportunity to build a system from 'the ground up' to address these goals. As a first step, DSLRL sponsored a leadership team to attend the Leadership and Management Institute (LMI), a development program for mid-senior CDC managers. To meet one of the Institute's requirements, this team implemented a project to enhance the division's performance in the delivery of ever-improving value to customers, improvement of overall organizational effectiveness and capabilities, and organizational and personal learning. The DSLRL team used the Malcolm Baldrige National Quality Award process as a guiding structure. Through the process, the team developed an organizational profile, completed its' first annual organizational assessment, defined key processes, developed key performance indicators and targets for organizational accountability, and developed standard

operating procedures. The Malcolm Baldrige Award requires a strenuous diagnostic assessment to understand the current state of the organization, including strengths and opportunities for improvement as well as barriers to the process. As a result of the LMI team's project, DSLR realized several valuable outcomes:

1. The team developed an organizational profile of strengths including: established vision and mission statements; knowledge of key customers and their key requirements; an understanding of key success factors;
2. The team identified several opportunities for improvement including: need for a performance improvement system including formalizing key performance measures; definition of short and long-term timelines; linking training and education to the strategic plan, action plan, and organizational performance; and using a systemic approach to design, develop, and initiate organizational performance reviews;
3. An understanding of organizational barriers to success including: staffing shortages; lack of alignment in reporting systems and requirements; competing priorities; ill-defined progress measures;
4. Development of a key process map for the annual review of BTCA applications;
5. Development of a key process map for Project Officer fiscal management;
6. Development of Key Performance Indicators for four DSLR teams (Outreach and Education Team, Management and Operations Team, Program Services Branch and Outcome Monitoring and Evaluation Branch);
7. Draft work plans with specific roles and responsibilities based on Key Performance Indicators; these work plans will generate individualized competency-based training plans for all staff.

Upon completion of these activities, the DSLR team was pleased to learn that the DSLR score on the diagnostic assessment was in the mid-range for first time applicants. The work toward excellence is a journey, not a destination, and DSLR intends to use the Award process annually to monitor its improvement activities and to maintain a focus on overall organizational effectiveness and organizational and personal learning. As a result of the commitment to quality, the thorough project plan, the excellence of the project presentation, and the value of its outcomes, the DSLR team project was voted Best-In-Class by the LMI class of six project teams.