UNITED STATES DEPARTMENT OF COMMERCE
National Institute of Standards and Technology
Gaithersburg, Maryland 20899-
OFFICE OF THE DIRECTOR

March 7, 2011

LTCOL. Jerome M. Pradier
1001 Grand Avenue
Box 3018
Glenwood Springs, CO 81602

Dear LTCOL. Pradier:

I am pleased to invite you to serve as a member of the 2011 volunteer Board of Examiners for the Malcolm Baldrige National Quality Award. The Board of Examiners provides advice and guidance to the Baldrige Panel of Judges in selecting Baldrige Award recipients. The Baldrige Performance Excellence Program owes much of its success to the excellence of those who serve as examiners.

For actual appointment to the board, you are required to participate in an Examiner Preparation course that involves prework and a three-day classroom event. These activities will provide ongoing development in understanding the Baldrige Criteria, the evaluation process, and examiners' roles and responsibilities. The prework includes reviewing online learning modules and evaluating a portion of the 2011 case study prior to the classroom event. This work typically takes 40–60 hours to complete. We will send you a package containing the prework materials in the next few weeks.

Among your duties as an examiner are completing an independent review and a consensus review of a Baldrige Award application, and possibly participating in a site visit. In addition to these responsibilities, board members contribute significantly by serving as ambassadors for the Baldrige Program.

We look forward to working with you again in 2011. I appreciate your willingness to continue to serve in this national effort to enhance the competitiveness, quality, and productivity of U.S. organizations.

Sincerely,

Patrick Gallagher
Director

NIST